

25 January 2006

**Organization and Functions**  
**U.S. ARMY COMBINED ARMS SUPPORT COMMAND**

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**Summary.** This regulation prescribes the organization, mission, and functions of the United States Army Combined Arms Support Command (CASCOM). This is a major revision incorporating changes from various reorganizations and command decisions.

**Applicability.** This regulation applies to all elements of CASCOM.

**Supplementation.** Supplementation of this regulation is prohibited unless specifically approved by the TRADOC Deputy Commanding General (DCG)/Chief of Staff (CofS)(ATCS), 7 Fenwick Road, Fort Monroe, VA 23651-1049.

**Suggested improvements.** The lead for this regulation is the CASCOM Deputy Commander for Futures (DCDR Futures). Send comments and suggested improvements on a DA Form 2028 (Recommended changes to Publications and Blank Forms) or DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal) through the appropriate channels to Commander, CASCOM (ATCL-FS), 3901 A. Avenue, Fort Lee, VA 23801.

**Availability.** This publication is available on the TRADOC Homepage at <http://www.tradoc.army.mil/tpubs/regndx.htm>.

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\*This regulation supersedes CASCOM Reg 10-1, 1 Jun 2001.

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## Chapter 1

### Introduction

**1-1. Purpose.** This regulation defines and delineates CASCOM's organization, functions, and responsibilities for the headquarters (HQ) staff, and subordinate organizations. CASCOM draws authority for its missions from TRADOC Regulation (TR) 10-5 and Army Regulation (AR) 5-22.

**1-2. References.** [Appendix A](#) contains the related publications.

**1-3. Explanation of abbreviations and terms.** The [glossary](#) contains abbreviations and explanations of terms used in this regulation.

#### **1-4. Responsibilities.**

a. The TRADOC Deputy Commanding General(DCG)/Chief of Staff (CofS). The DCG/CofS will approve changes to this regulation.

b. The CASCOM DCDR Futures. The CASCOM DCDR Futures will:

(1) Serve as the lead for this regulation.

(2) Review and coordinate proposed changes and forward recommendations through the Commanding General (CG), CASCOM for approval to the TRADOC DCG/CofS.

c. The CASCOM Assistant CofS G8/Resource Management (RM). The CASCOM Assistant CofS G8/RM will:

(1) Advise and assist CASCOM HQ and assigned commands on organizational and functional alignment.

(2) Assist the CASCOM DCDR Futures by reviewing proposed changes for organization, standardization, format, adequacy of statement of responsibilities and functions, and the effect on resources.

d. Headquarters CASCOM staff and commanders of CASCOM organizations. The deputy commanders, directors, division, and branch chiefs will ensure their organizational structure, functions, and responsibilities shown in this regulation are current and accurate. This will ensure CASCOM remains an agile, innovative organization that anticipates change rather than responds to it.

**1-5. Scope.** This regulation is focused on the organization, functions, and responsibilities at all levels of CASCOM. It describes CASCOM's major organizational structure; core competencies, essential tasks, and major responsibilities for HQ CASCOM and aligned centers and schools, and the relationships between these organizations and their assigned responsibilities.

**1-6. Policy.** Responsibility for missions and tasks is decentralized to: CASCOM's Deputy to the CG, DCG for Mobilization, DCDR Futures and Deputy Commander for Training (DCDR Training), and the CofS to the maximum extent possible. The HQ CASCOM staff exists to assist the CG, CASCOM in accomplishing the mission by providing staff management, planning, and coordination capabilities. The coordinating, special, and personal staff elements provide professional and technical services and advice. In all matters, the staff acts through the Deputy to the CG, CASCOM; the Deputy Commanders for Futures and/or Training; and the CASCOM CofS, who act on behalf of the CG, CASCOM.

**1-7. General organizational requirements.** Each CASCOM element organizes to facilitate effective and efficient mission accomplishment; assign specific functional responsibilities to each organizational element oriented toward accomplishing missions; group similar functions; eliminate functions and structures that become unessential; consolidate functions and responsibilities where feasible and economical; and eliminate duplicate or fragmented functions.

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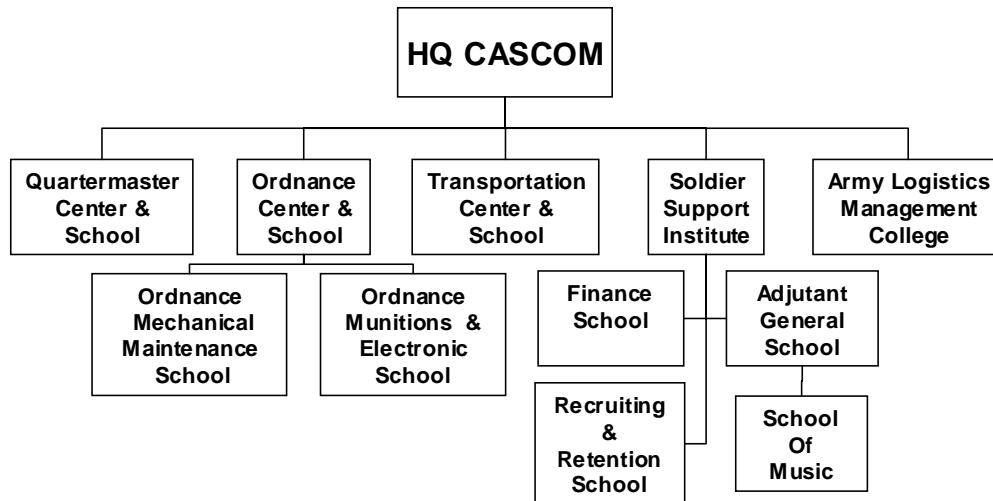
## Chapter 2

### CASCOM Mission, Organization, and Major Functions

**2-1. Mission of CASCOM.** Provide logistics doctrine, organizations, training, leader development, and materiel solutions to sustain a campaign quality Army with joint and expeditionary capabilities in war and peace.

**2-2. Organization of CASCOM:** CASCOM consists of a headquarters and five aligned centers and schools. The five aligned centers and schools are: Quartermaster Center and School (QMC&S); Ordnance Center and Schools (OC&S), including the Ordnance Mechanical Maintenance School (OMMS) and Ordnance Munitions and Electronic Maintenance School (OMEMS); the Transportation Center and School (TC&S); the Soldier Support Institute (SSI) including the Adjutant General School, the Finance School, the Recruiting and Retention School, and the School of Music; and the Army Logistics Management College (ALMC) ([see fig. 2-1](#)). The CASCOM is responsible for integrating doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) efforts with one TRADOC center and school (Chaplain Center and School) and two non-TRADOC centers and schools (Army Medical Department Center and School and Judge Advocate General's Legal Center and School).





**Figure 2-1. CASCOM organization**

### 2-3. CASCOM core competencies.

- a. Train, educate, and develop logisticians.
- b. Prepare the Army to sustain full spectrum operations in joint, interagency, and multinational (JIM) environments.
- c. Design, develop, and integrate logistics into warfighting requirements, foster innovation in logistics, and lead change for the future force.

**2-4. Essential Tasks.** CASCOM has 10 essential tasks. CASCOM performs these tasks to fulfill its mission in support of HQ TRADOC and the Army. Essential tasks are derived, sustainable functions, integral to TRADOC core functions which lay out the foundation, or blueprint, for designing the organization and assigning roles and responsibilities. Each essential task nests within the CASCOM core competency it supports.

- a. CASCOM core competency: Train, educate, and develop logisticians.
  - (1) Essential task # 1: Initial military training (IMT).
    - (a) Provide training in the skills, knowledge, and task proficiency needed to become a logistics Soldier and how to succeed as a member of an Army unit, contribute to mission accomplishment, and survive on the battlefield.
    - (b) Consist of conducting logistics advanced individual training (AIT) and officer basic courses; setting standards; and ensuring execution to standard for logistics individual training, including logistics individual training in units (for those skills and tasks inherent in the CASCOM IMT essential task).
  - (2) Essential task # 2: Logistics functional training.

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(a) Conduct logistics skill training outside of IMT in order to qualify individuals for assignments that require logistics-specific functional skills and knowledge.

(b) Consists of developing products, setting standards, and conducting training for Soldiers to carry out logistics tasks, develop skills, and to perform a logistics specialty or functional job. This includes specialized training which qualifies individuals for award of a skill identifier, special qualifications identifier, and/or additional skill identifier.

### **(3) Essential task # 3: Logistics leader development and education.**

(a) Execute Army logistics leader development programs and focus on the total education of Soldiers and Army civilians to meet current and future leadership requirements for sustainment of units in a JIM environment.

(b) Consists of creating Armywide logistics leader development programs of instruction, strategies, training, and education and includes training officers, warrant officers, noncommissioned officers (NCO), and civilian supervisors to perform in logistics leadership (supervisory) roles. Training includes job-specific skills as well as tasks that provide a leader with the skills to motivate, counsel, and care for subordinates. The principal leader development and education systems are: the Officer Education System, the Warrant Officer Education System, the Noncommissioned Officer Education System (NCOES), and the Civilian Education System.

b. CASCOM core competency: Prepare the logistics force to sustain full spectrum operations in JIM environments.

### **(1) Essential task # 4: Combat service support (CSS) lessons learned.**

(a) Collect and process tactical, operational, and strategic level CSS observations, insights, and lessons learned.

(b) Develop DOTMLPF implications from CSS lessons learned and integrate products from Army activities into capabilities development.

### **(2) Essential task # 5: Logistics collective training.**

(a) Integrate land forces warfighting logistics into crew, team, staff, and unit training to enable them to sustain the full range of military operations.

(b) Consists of resourcing the Army Combat Training Center (CTC) program (battle command training program - logistics); developing virtual and constructive logistics training simulations; and conducting joint and multinational logistics training.

### **(3) Essential task # 6: Logistics doctrine.**

(a) Develop and integrate land forces warfighting logistics doctrine and ensure consistency of Army doctrinal publications by considering joint, other Service, and multinational doctrine and national policy and guidance.

(b) Consists of researching, authoring, coordinating, and publishing logistics field manuals and joint doctrine. Prepares logistics doctrinal publications; integrates Army logistics doctrine vertically and horizontally; integrates Army logistics doctrine with joint and multinational doctrine.

**(4) Essential task # 7: Logistics training support.**

(a) Develop training support products and materials, training enablers, personnel, services, and facilities; to train and sustain logistics leader and Soldier competence, confidence, and unit operational readiness.

(b) Consists of design, development, acquisition, production, and reproduction of logistics training products and materials. Also includes the distribution, maintenance, accountability, and sustainment of those products and materials. Products include instrumentation, training aids, devices, simulators, and simulations (TADSS); ranges; publications; visual information; and multimedia products.

c. CASCOM core competency: Design, develop, and integrate logistics into warfighting requirements, foster innovation in logistics, and lead change for the future force.

**(1) Essential task # 8: Logistics concepts.**

(a) Develop logistics concepts as part of the Joint Capabilities Integration and Development System (JCIDS). Concepts describe how future logistics forces will operate, the capabilities required to carry out a range of military operations against adversaries in the expected joint operational environment, and how a commander, using military art and science, might employ these logistics capabilities to achieve desired effects and objectives.

(b) Consists of future logistics capabilities descriptions within a proposed structure of future military operations for a period of 10-20 years. Each logistics concept and concept capability plan (CCP) describes problems to solve, the components of potential solutions, and how those components work together to solve the problems.

**(2) Essential task # 9: Logistics experimentation.**

(a) Explore innovative logistics methods of operating, especially to assess their feasibility, evaluate their utility, or determine their limits to reduce risk to the force. Experimentation identifies and verifies acceptable logistical solutions for required changes in DOTMLPF to achieve significant advances in current and future capabilities.

(b) Consists of reducing risk to logistics developments and Soldiers by conducting experiments that provide credible analytical underpinnings to support decision making for the

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current and future force. Applies structured assessment procedures to substantiate the effects of proposed warfighting capabilities, using discovery, hypothesis-testing, and demonstration approaches, as appropriate. Refines logistics concepts, develops DOTMLPF capability requirements, and assesses potential DOTMLPF capability solutions through analysis based on experiments using venues supporting the appropriate level of resolution. Venues may range from wargaming (principally used for concept development) through integrated live, virtual, and constructive experiments.

### **(3) Essential task # 10: Requirements determination.**

(a) Assess logistics capabilities to identify gaps and develop integrated DOTMLPF solutions to resolve and/or mitigate those gaps.

(b) Consists of determining and recommending priorities to the CG, CASCOM and TRADOC Futures Center (FC), documenting changes in DOTMLPF requirements, and conducting supporting analysis. These requirements result from JCIDS, operational needs statements, operational lessons learned, and senior leadership decisions to spiral future capabilities into the current force. Initial capabilities documents (ICD), capability development documents (CDD), capability production documents (CPD), and DOTMLPF change recommendations (DCR) formally document these requirements.

## **2-5. CASCOM assist responsibilities.**

### **a. TRADOC core functions.**

(1) Initial military training. The CASCOM DCDR Training assists U.S. Army Accessions Command (USAAC) by developing and conducting logistics-related IMT instruction.

(2) Functional training. The CASCOM DCDR Training assists CAC by providing position or specialty training at CSS centers and schools; training recruiters for the CSS mission area; and, by setting standards and ensuring execution to standard for logistics-related individual training, including individual training in units, for those logistics-related skills and tasks inherent in the functional training core function.

(3) Leader development and education. The CASCOM DCDR Training assists CAC by conducting the CSS pre-command course and officer, warrant officer, and NCO courses; and by setting standards and ensuring execution to standard for logistics-related individual training, including individual training in units, for those skills and tasks inherent in the leader development and education core function.

(4) Lessons learned. The CASCOM DCDR Training assists CAC by evaluating the integration of logistics lessons learned in training and products for all TRADOC centers and schools; and, integrating other lessons learned into training at CSS centers and schools.

(5) Collective training. The CASCOM DCDR Training assists CAC by assessing the application of new training, or training delivery systems; and, by setting standards, developing strategies, and providing logistics collective training for crews, teams, staffs, and units.

(6) Doctrine. The CASCOM DCDR Futures assists CAC by developing and executing logistics doctrine and providing CSS-related inputs for other doctrine development.

(7) Training support. The CASCOM DCDR Training assists CAC by identifying training support requirements, providing training support capabilities at CSS centers and schools, and enabling logistics training in units and at other centers and schools.

(8) Concepts. The CASCOM DCDR Futures assists TRADOC FC by providing concepts, CCP development, and the integration of land force logistics capabilities in the development of joint operating, functional, and integrating concepts.

(9) Experimentation. The CASCOM DCDR Futures assists TRADOC FC by developing, coordinating, prioritizing, and directing execution of logistics experimentation through TRADOC and non-TRADOC centers and schools.

(10) Requirements determination. The CASCOM DCDR Futures and the Deputy to the Commanding General, CASCOM assist TRADOC FC by implementing JCIDS within CASCOM; and, coordinating, synchronizing, and integrating Army logistics capabilities developments with other major Army commands (MACOM)s, the combatant commands, the Joint Staff, and other Service developments.

(a) Identifies and refines required logistics capabilities for the future force.

(b) Uses the JCIDS analysis by CSS proponents to identify gaps in coordination with (ICW) TRADOC FC in joint and Army capabilities; and, proposes materiel or non-materiel approaches to resolve or mitigate those gaps.

(c) Assists in the development of JCIDS capability documents (ICD, CDD, CPD, and DCR) that propose DOTMLPF solutions to logistics capability gaps.

(d) Coordinates, staffs, and validates JCIDS capability documents and forwards CASCOM-validated capability documents to TRADOC FC.

(e) Develops, coordinates, prioritizes, and integrates reliability, maintainability, and supportability in logistics requirements documentation.

b. TRADOC key enablers. The CASCOM DCDR Futures and Deputy to the CG, CASCOM assist the TRADOC FC by developing logistics operational architectures.

c. Other major subordinate command (MSC) responsibilities.

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(1) Battle command. The CASCOM DCDR Futures assists CAC by experimenting with battle command initiatives; developing standardized battle command sustainment support system (BCS3) capabilities throughout the Army; identifying CSS gaps and developing integrated capabilities that allow transition from the BCS3 to joint logistics command and control; developing and implementing a migration strategy in order to facilitate interoperability and enhance CSS capabilities; and integrating and standardizing tactical operation center capabilities.

(2) The Army Modular Force. The CASCOM DCDR Futures assists CAC by coordinating and integrating modular force-related DOTMLPF issues in support of Army logistics transformation efforts, which include modular designs for corps and divisions, brigade combat teams, support brigades, theater sustainment commands, and interface with the national sustainment base.

(3) Network integration. The CASCOM DCDR Futures assists CAC by ensuring full integration of logistics and CSS federation of networks with battle command and LandWarNet to leverage and enable interdependent network centric operations within the JIM environment.

(4) Table 2-1 summarizes CASCOM's assist responsibilities for TRADOC's core functions, key enablers, and other MSC major responsibilities.

**Table 2-1**  
**CASCOM assist responsibilities**

CASCOM assist to:	USAAC	CAC	TRADOC FC
<b>TRADOC Core Functions</b>			
Individual Military Training	<b>x</b>		
Functional Training		<b>x</b>	
Leader Development and Education		<b>x</b>	
Lessons Learned		<b>x</b>	
Collective Training		<b>x</b>	
Doctrine		<b>x</b>	
Training Support		<b>x</b>	
Concepts			<b>x</b>
Experimentation			<b>x</b>
Requirements Determination			<b>x</b>
<b>TRADOC Key Enablers</b>			
Operational Architecture			<b>x</b>
<b>Other MSC Major Responsibilities</b>			
Army Modular Force		<b>x</b>	
Battle Command		<b>x</b>	
Network Integration		<b>x</b>	

## **Chapter 3**

### **Headquarters CASCOM**

#### **Section I**

#### **Organization of HQ CASCOM**

**3-1. Command group.** The command group consists of:

- CG.
- Deputy to the CG.
- DCG for Mobilization.
- DCDR Futures.
- DCDR Training.
- CofS.
- Command Sergeant Major (CSM).
- Secretary of the General Staff (SGS).
- Command Planning Group (CPG).

**3-2. Coordinating staff.** The coordinating staff consists of:

- Assistant CofS, United States Army Reserve (USAR).
- Assistant CofS, Army National Guard (ARNG).
- Assistant CofS, G1/Military Personnel Management.
- Assistant CofS, G6/Automation.
- Assistant CofS, G8/Resource Management.
- Headquarters and Headquarters (HHC) Company.

**3-3. Special staff.** The special staff consists of:

- Principal Deputy to the CG for Acquisition, Logistics, and Technology.
- Command Historian.
- Command Safety Officer (CSO).
- Command Equal Employment Opportunity (EEO) Officer.
- Command Equal Opportunity (EO) Adviser.

**3-4. Personal staff.** The personal staff consists of:

- Chief of Public Affairs (CPA).
- Command Chaplain.
- Inspector General (IG).
- Staff Judge Advocate (SJA).

**3-5. CASCOM Futures.** CASCOM Futures consists of:

- Force Development Directorate.
- Materiel Systems Directorate.
- Strategic Plans and Operations.
- Concepts and Doctrine Directorate.
- Combat Service Support Battle Lab.

**3-6. CASCOM Training.** CASCOM Training consists of:

- Directorate of Training.
- Directorate of Training Support.
- Directorate of Quality Assurance.

**3-7. Subordinate organizations under the Deputy to the Commanding General.**

- TRADOC System Manager/Enterprise Systems Directorate.
- Army Logistics Management College.
- Army Logistics & Technology.

**Section II**  
**Command Group**

**3-8. Commanding General.** The CG, CASCOM supports CG, TRADOC's priorities, develops leaders, generates combat and training educational products, and builds the CSS force for the future Army.

**3-9. Deputy to the Commanding General.** The Deputy to the CG, CASCOM acts for the CG, CASCOM within delegated authority and command guidance concerning operations and activities throughout CASCOM. Manage and direct the activities of the organizations listed in paragraph 3-7.

**3-10. Deputy Commanding General for Mobilization.** The DCG for Mobilization, an individual mobilization augmentee, serves as the senior Reserve Component (RC) assistant to the CG, CASCOM regarding functions and responsibilities which impact training, equipping, deployability, and readiness of CSS units and personnel in the RC.

**3-11. Deputy Commander for Futures.** The CASCOM DCDR Futures directs and integrates Army, joint, and multinational logistics aspects of the future force and is the principal adviser to the CG, CASCOM concerning future logistics concept development and experimentation (CD&E) and logistics doctrine. The CASCOM DCDR Futures develops Army logistical concept capabilities plans ICW TRADOC FC, executes the JCIDS process to determine CSS capability requirements, and recommends DOTMLPF solutions to resolve or mitigate gaps.



**3-12. Deputy Commander for Training.** The CASCOM DCDR for Training directs all integration of training programs and is the principal adviser to the CG, CASCOM concerning institutional training, training developments, training assessments, and training programs.

**3-13. Chief of Staff.** The CofS controls and coordinates the activity, resourcing, and integration of the coordinating and special staffs of CASCOM HQ. Major responsibilities and functions include:

- a. Direct and coordinate CASCOM coordinating and special staff operations, including formulating and publishing directives to implement decisions of the CG, CASCOM.
- b. Supervise and direct the CASCOM coordinating and special staff in developing, executing, reviewing, and analyzing operating programs to ensure that command resources are effectively and efficiently used in accomplishing the CASCOM mission.
- c. Issue orders, authenticate correspondence, and take other actions in the name of CG, CASCOM.
- d. Supervise the actions of liaison officers representing the CASCOM at other activities.

**3-14. Command Sergeant Major.** The CSM provides advice and recommendations to the CG, CASCOM regarding individual Soldier training, Soldier morale and welfare matters, and NCO development.

**3-15. Secretary of the General Staff.** The SGS is the key adviser to the command group for administration and coordination of command group operations. Manages and coordinates administrative and protocol activities for: the CG, CASCOM; the Deputy to the CG, CASCOM; the CofS; and the CASCOM DCDRs for Futures and Training. Coordinate with HQ TRADOC SGS and DCSOPS&T concerning all outside command channel taskings. Provide technical support on information management operations to the command group and special staff offices.

**3-16. Command Planning Group.** The CPG provides planning and operational support to the CG, CASCOM. Completes special actions required by the CG, such as: speeches, briefings, presentations, video teleconferences, and articles to be published. Ensure the professional presentation and accuracy of all products that the CG presents to internal and external audiences. Plan, coordinate, and prepare for the CG's attendance at all events to include Army two-star and higher level conferences. Gathers information, reviews, and conducts executive analysis of designated key staff actions; exercises quality control over the CG's trip books and readaheads; and assists in the development of the CG's daily calendar as well as the long-range calendar. Maintains effective communication with HQ TRADOC, CASCOM subordinates centers and schools, and other Department of Defense (DOD) agencies as required.

**Section III**  
**Coordinating staff**

**3-17. Assistant Chief of Staff, United States Army Reserve.** Represents USAR issues and serves as the principal adviser to the DCG, Mobilization and the CG, CASCOM on all USAR matters.

**3-18. Assistant Chief of Staff, Army National Guard.** Represents ARNG issues and serves as the principal adviser to the DCG, Mobilization and the CG, CASCOM, on all ARNG matters.

**3-19. Assistant Chief of Staff, G-1/Military Personnel Management.**

a. Mission. Manage the requisitioning and assignment of Soldiers to fill the HQ CASCOM and ALMC table of distribution and allowances (TDAs) and provide personnel data to the CG, CASCOM.

b. Organization. The Assistant CofS, G-1/Military Personnel Management consists of a single office.

c. Functions.

(1) Produce and analyze strength reports and other personnel-related reports for personnel taskings, forecasts, planning, and command information.

(2) Maintain military personnel statistical data for reporting purposes. Manage the CASCOM military portion of the TRADOC Status Report.

(3) Ensure manpower resources are properly aligned with requirements.

(4) Manage the sponsorship program for HQ CASCOM and provide counseling and various personnel support not covered by HHC CASCOM and the Fort Lee Adjutant General to the Soldiers assigned to HQ CASCOM.

(5) Manage the Army's Training with Industry Program for Transportation Corps (TC), Ordnance (OD) Corps, Quartermaster (QM) Corps, and Functional Area (FA) 90 officers, warrant officers, and NCOs.

(6) Provide warrant officer personnel officer as CASCOM representative to the HQ, Department of the Army (HQDA) Senior Warrant Officer Advisory Council.

(7) Provide professional development presentations to students attending the Quartermaster Officer Basic Course, Quartermaster Warrant Officer Basic and Advance Courses, Combined Logistics Captains Career Course, and Pre-Command Course.

(8) Manage the Military Acquisition Position List and Army Education Requirements Board programs for officers and warrant officers in HQ CASCOM and ALMC.

**3-20. Assistant Chief of Staff, G-6/Automation.**

a. Mission. Serve as the principal adviser to the CG, CASCOM regarding automation requirements.

b. Organization. The Assistant CofS, G6/Automation Section consists of a single office.

c. Functions.

(1) Provide web management for the HQ CASCOM website, ensure automation security, and manage automation-related contracts.

(2) Provide policy and procedures for HQ CASCOM on the proper use of government-furnished automation equipment, email, internet, file servers, security, and secret internet protocol router network to ensure compliance with HQDA, HQ TRADOC, and local policies and regulations.

(3) Purchase and distribute all hardware and software for HQ CASCOM. Provide customer support to all users at HQ CASCOM and maintain computers, printers and other peripheral equipment in support of daily mission requirements.

(4) Ensure information assurance and vulnerability assessment compliance and reporting of all computers at HQ CASCOM.

**3-21. Assistant Chief of Staff, G8/Resource Management.**

a. Mission. Serve as the principal financial management adviser to the CG, Combined Arms Support Command and Fort Lee (CASCOM&FL); assist the commandants of the QMC&S and the ALMC and their staffs with finance, resource, and management matters; and conduct long-range planning, programming, receipt, distribution, and execution of all resources assigned to CASCOM.

b. Organization. The Assistant CofS, G8/RM consists of the Program and Budget Division, the Management and Manpower Division, and the Managerial Accounting Office.

c. Functions. Develop, allocate, analyze, and review use of HQ CASCOM, QMC&S, and ALMC funding and manpower programs to execute those organization's respective missions.

**3-22. Headquarters and Headquarters Company.**

a. Mission. The Commander, HHC is responsible for the health, morale, welfare, training, discipline, conduct, and combat readiness of Soldiers and their families assigned and attached to HQ CASCOM.

## **TRADOC Reg 10-5-5**

b. Organization. The HHC consists of a single office with a commander, first sergeant, operations NCO, personnel administration center NCO, supply NCO, and enlisted administrative and support personnel.

c. Functions. Provide administrative support for military personnel and logistical support to HQ CASCOM as required. Direct the unit training program and conduct the Army Physical Fitness Test, common task training and testing, physical training, weapons qualification, weight control program, and the Noncommissioned Officers Professional Development Program.

### **Section IV Special staff**

**3-23. Principal Deputy to the Commanding General for Acquisition, Logistics & Technology.** The Principal Deputy to the CG for Acquisition, Logistics & Technology serves as consultant and senior adviser to CG, CASCOM regarding the acquisition process and the Army Acquisition Corps and is Chief of the Acquisition Liaison Office representing the Assistant Secretary of the Army (Acquisition, Logistics & Technology) in the execution of Army Acquisition Executive responsibilities.

### **3-24. Command Historian.**

a. Mission. Serve as the primary adviser to CG, CASCOM on all historical matters.

b. Organization. The Historian Office consists of a single office.

c. Functions.

(1) Maintain a continuous history of CASCOM and Fort Lee (Garrison) through the collection, preservation, and archiving of historical information from staff, directorates, and other offices.

(2) Conduct historical research and write historical monographs and studies. Produce the Annual Command History and other historical documents focusing on significant logistics events and initiatives.

(3) Guide and assist aligned centers and schools in formulating and conducting their historical programs.

(4) Guide and assist CASCOM and ALMC in military history professional development activities and instruction in Military History Programs.

(5) Assist CASCOM authors in the publication of featured articles in professional journals. Coordinate the submission of historical reports for CG, CASCOM and HQ TRADOC.

**3-25. Command Safety Officer.**

a. Mission. Advise the CG, CASCOT on matters of safety and occupational health issues and risk management.

b. Organization. The CSO consists of a single office.

c. Functions.

(1) Develop HQ CASCOT safety and risk management policy.

(2) Provide staff management of safety policy and procedures for integrating safety and occupational health and risk management at Fort Lee and tenant organizations.

(3) Ensure compliance with applicable safety laws and federal codes or regulations.

(4) Provide safety education, training, and awareness.

(5) Perform accident reporting, investigation, and records management.

(6) Conduct safety inspections, surveys, and assessments.

(7) Conduct hazard analysis and develop countermeasures.

**3-26. Command Equal Employment Opportunity Officer.**

a. Mission. Advise the CG, CASCOT on EEO matters and recommends policy and priorities.

b. Organization. The EEO Office consists of a single office.

c. Functions.

(1) Ensure compliance with all federal statutes, HQDA and HQ TRADOC Regulations, and EEO Commission management directives.

(2) Maintain the HQ CASCOT EEO Program. Provide advice to ensure compliance and incorporation of EEO principles into all personnel management practices.

(3) Monitor and analyze EEO complaints and provide recommendations to the CG, CASCOT. Review the alternative dispute resolution program to ensure compliance with regulatory guidance.

(4) Conduct EEO program evaluations to determine effectiveness of the overall EEO program.

**3-27. Command Equal Opportunity Adviser.**

a. Mission. Advise the CG, CASCOM on equal opportunity. Monitor the execution of the HQ CASCOM&FL EO program in all commands, agencies, and activities under CG, CASCOM jurisdiction to ensure equal and fair treatment of all military personnel and family members without regard to race, color, gender, religion, or national origin.

b. Organization. The EOA Office consists of a single office.

c. Functions.

(1) Serve as the principal adviser on EO matters.

(2) Assess the EO climate in HQ CASCOM&FL.

(3) Assist the commander in assessing, planning, implementing, and evaluating the EO program across CASCOM.

(4) Collect, recognize, and interpret demographic data concerning all aspects of EO climate assessment.

(5) Recommend appropriate remedies to eliminate and prevent unlawful discrimination and sexual harassment.

(6) Prepare EO annual and quarterly narrative statistical reports.

(7) Monitor the processing of EO complaints in CASCOM and submit required reports to higher headquarters as required.

(8) Assist in the planning and conduct of ethnic observances and special commemorations at HQ CASCOM.

(9) Review and monitor subordinate unit EO action plans.

**Section V**  
**Personal staff**

**3-28. Chief of Public Affairs.**

a. Mission. Advise the CG, CASCOM on all public affairs matters. Initiate, plan, and execute media and community engagements in support of CG, CASCOM. Coordinate public affairs and community outreach activities with HQ CASCOM staff; HQ TRADOC; HQDA; DOD; joint organizations; and other Services, agencies, and organizations.

b. Organization. The CPA's Office consists of a single office.

c. Functions.

(1) Media relations. Coordinate with all subordinate commands and activities to inform the public about CASCOM's and the Army's missions, functions, and people to satisfy their right to know and to gain their understanding and support.

(2) Command information. Coordinate with all CASCOM subordinate commands and activities to keep audiences informed, increasing their understanding and support of the CASCOM's and the Army's mission, goals, and policies.

(3) Community relations. Coordinate with all CASCOM subordinate commands and activities that interact directly with the civilian community to promote Army themes and messages.

**3-29. Command Chaplain.**

a. Mission. Provide comprehensive religious and staff support to CASCOM. Train, resource, and equip the CASCOM Unit Ministry Teams (UMTs) to provide religious support to CASCOM organizations.

b. Organization. The Command Chaplain's Office consists of a single office.

c. Functions.

(1) Establish goals, objectives, standards, and priorities for all aspects of CASCOM chaplain and chaplain assistant personnel management. Provide chaplains and chaplain assistants with technical supervision. Review and manage chaplain and chaplain assistant force structure.

(2) Provide staff management of CASCOM chaplain, chaplain assistant, and UMT personnel assignments. The UMTs include officer, enlisted, and civilian personnel who provide religious support.

(3) Assist with and promote the Chief of Chaplains' Recruitment Program.

(4) Implement a total religious program at all levels of CASCOM and advise UMTs and commanders on religious requirements and practices.

(5) Monitor and evaluate professional development and sustainment training of chaplains and chaplain assistants within CASCOM.

(6) Execute the Army Suicide Prevention Campaign Plan by training CASCOM chaplains and chaplain assistants in suicide prevention.

**3-30. Inspector General.**

a. Mission. Conducts formal and informal inquiries and reports to the CG, CASCOM on matters affecting mission performance and the efficiency, discipline, morale, and readiness of the command.

b. Organization. The Office of the IG consists of a single office.

c. Functions.

(1) Monitors the effectiveness of IG functions (teaching and training, inspections, investigations, and assistance) within CASCOM and informs the CG, CASCOM on the effectiveness of IG operations.

(2) Provides assistance on an area basis to commanders, Soldiers, family members, civilian employees, retirees, and others who seek help with IG-related problems. Maintain a database of IG action requests and cases to support trend analysis.

(3) Conducts inspections directed by the CG, CASCOM or as prescribed by law or regulation.

**3-31. Staff Judge Advocate.**

a. Mission. Provide legal and ethics advice to the CG, CASCOM&FL and provide legal services to Fort Lee and tenant activities.

b. Organization. The SJA consists of six elements: Office of the SJA, Administrative Section, Criminal Law Division, Claims Division, Administrative and Civil Law Division, and the Legal Assistance Division (including the Tax Assistance Center).

c. Functions.

(1) Provide personal legal advice to the CG, CASCOM and staff.

(2) Provide general legal support to part of Northeast Region, Installation Management Agency and U.S. Army Garrison, Fort Lee.

(3) Control command legal correspondence and furnish guidance in interpreting administrative directives and procedures.

(4) Direct the administration of military justice and other criminal law actions within the general court-martial jurisdiction of the CG, CASCOM; the CG, QMC&S; and U.S. District Court cases arising within the jurisdiction of Forts Lee and Pickett.



(5) Provide legal advice on the duties, functions, and authority of command; civil law matters; and comparative, operational, and international law as it affects Forts Lee and Pickett installation activities.

(6) Provide assistance and advice to active duty and retired military personnel, their spouses and family members, and other authorized personnel.

(7) Provide claims services and legal assistance to Forts A.P. Hill and Pickett and claims services to all of West Virginia and most of Virginia, except Northern Virginia and the Tidewater area.

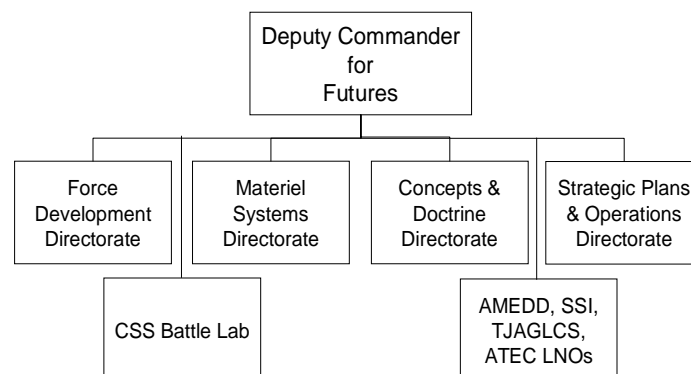
## Chapter 4 CASCOM Futures

### Section I

#### Mission, organization, and functions of CASCOM Futures

**4-1. Mission of CASCOM Futures.** Design and develop Army, joint, and multinational logistics aspects of the future force, from concept to capability development ICW the TRADOC FC. Develop and integrate logistics CSS concepts, CCPs, architectures, and DOTMLPF capabilities; recommend logistics-related CSS science and technology (S&T) priorities; manage logistics experimentation; and synchronize and integrate Army logistics capabilities within the JIM environment.

**4-2. Organization of CASCOM Futures.** CASCOM Futures consists of six elements: Strategic Plans and Operations (SP&O) Directorate; Force Development Directorate (FDD); Materiel Systems Directorate (MSD); Concepts and Doctrine Directorate (C&DD); the CSS Battle Lab (CSS BL); and liaison officers from Army Medical Department (AMEDD), SSI, The Judge Advocate General's Legal Center and School (TJAGLCS), and Army Test and Evaluation Command ([see fig. 4-1](#)).



**Figure 4-1. CASCOM Futures**

**4-3. Functions of CASCOM Futures.**

a. General. Represent the CG, CASCOM in the exercise of CASCOM responsibilities to assist the Director, TRADOC FC in the design, development, and integration of all logistics aspects of the future force into the joint force, from concept to capability development.

b. Concepts. Assist TRADOC FC with CSS concept development and support joint concept development through CASCOM and non-CASCOM proponents; direct, manage, and synchronize CSS concept development by integrated concept teams (ICTs) and CASCOM and non-CASCOM proponents; and ensure the integration of land force logistics capabilities in the development of joint operating, functional, and integrating logistical concepts ICW TRADOC FC; HQDA DCS, G-4; and the Joint Staff J-4.

c. Experimentation. Develop, coordinate, prioritize, and execute experimentation through CASCOM and non-CASCOM proponents in accordance with (IAW) joint, Army, and TRADOC guidance. Assist TRADOC FC to develop the Army Concept Development and Experimentation Campaign Plan. Synchronize and integrate Army logistical experimentation with joint experimentation ICW TRADOC FC. Coordinate experimentation and experimentation support across CASCOM ICW TRADOC FC.

d. Requirements determination. Develop, coordinate, and recommend policy, guidance, and provide direction to execute the JCIDS to assist TRADOC FC and manage its implementation and execution within CASCOM. Integrate DOTMLPF developments to support required capabilities ICW TRADOC FC. Coordinate, synchronize, and integrate Army CSS capabilities developments with TRADOC FC, MACOMs, the combatant commands, the Joint Staff, and other Services logistics development agencies.

(1) Identify and refine required logistics capabilities for the modular, hybrid, and future force.

(2) Manage the JCIDS capabilities based assessment (CBA) by logistics proponents to identify gaps in joint and Army CSS capabilities and propose materiel or non-materiel approaches to resolve or mitigate those gaps ICW TRADOC FC.

(3) Manage the development of JCIDS capability documents (ICD, CDD, CPD, and DCR) that propose DOTMLPF solutions to CSS capability gaps.

(4) Coordinate, staff, and forward CG, CASCOM-validated JCIDS capability documents to the TRADOC FC.

e. Liaison Officers attached to CASCOM Futures.

(1) Provide professional on-site expertise to the HQ CASCOM leadership and staff.

(2) Provide daily interaction and involvement to ensure parent command support for CASCOM proponent DOTMLPF solutions to logistics requirements.

(3) Coordinate requirements between CASCOM and parent commands for development, experimentation, and testing of logistics concepts, requirements, and associated acquisition programs.

(4) Represent and assist other parent command elements in support of CASCOM mission requirements.

(5) Assure early parent command involvement in planning, constructing, and developing critical modular force logistics capabilities.

(6) Assist in developing strategies for logistics concepts and initiatives.

#### **4-4. Roles and responsibilities of CASCOM DCDR Futures.**

a. Lead Army logistics CD&E efforts through CASCOM-aligned organizations.

(1) Synchronize and integrate Army logistical CD&E with joint logistical CD&E, and develop joint logistics concepts and architectures ICW TRADOC FC; HQDA DCS, G-4; and the Joint Staff J-4.

(2) Develop the Army functional concept, Sustain, and its related CCP.

(3) Direct CASCOM aligned (TRADOC and non-TRADOC) proponents to develop concept(s) and CCP(s) as directed by TRADOC FC.

(4) Develop supporting CSS concepts. Develop the Army logistics capstone and operating concepts ICW TRADOC FC.

b. Manage the execution of the JCIDS process by CASCOM and/or non-CASCOM proponents to determine logistics capability requirements for the force. Identify joint and Army gaps and overlaps in logistics capability and develop DOTMLPF recommendations to resolve or mitigate gaps ICW TRADOC FC.

(1) Prioritize and recommend logistics capability gaps identified in functional needs analyses (FNA).

(2) Assist TRADOC FC in the development of post independent analysis (PIA) recommendation(s). Assist TRADOC FC in the preparation of an ICD, a DCR, or both.

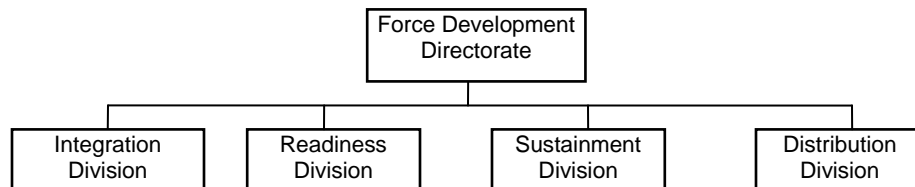
c. In coordination with TRAC, develop and recommend the logistics aspects of division and corps scenarios for studies, analysis, and experimentation IAW TR 71-4, paragraph 1-4.a.(1)(b).

## Section II

### Force Development Directorate

**4-5. Mission of FDD.** Develop CSS organizational and force structure requirements. Serve as the Army lead for logistics planning data.

**4-6. Organization of FDD.** The FDD consists of four divisions: Integration, Readiness, Sustainment, and Distribution ([see fig. 4-2](#)).



**Figure 4-2. Force Development Directorate**

#### 4-7. Functions of FDD.

- a. Integrate all CSS proponent unit designs, force structure, and tables of organization and equipment (TOE) documentation actions.
- b. Identify CSS organizational and force structure solutions to resolve or mitigate gaps in capability.
- c. Provide analysis and data to TRADOC FC Force Design Division concerning CSS force structure and integration through the Total Army Analysis (TAA) and Force Design Update (FDU) processes.
- d. Represent CASCOM in support of HQDA-sponsored Documentation Assistance Review Team (DART) actions.
- e. Collect, validate, maintain, and disseminate Army logistics planning factors, consumption rates, and data.
- f. Provide input to the TRADOC FC Force Design Division recommending changes to AR 220-1, Appendix B (Equipment Readiness Codes) and Appendix C (Pacing Items of Equipment) for current and future force CSS organizations.

#### 4-8. Integration Division.

- a. Mission. Assist TRADOC FC in the development of force designs and force structure requirements for multifunctional logistics organizations within the operational Army and provide staff management for the collection, validation, maintenance, and dissemination of Army logistics planning factors, consumption rates, and data.

b. Organization. The Integration Division consists of two branches: Force Structure Integration and Planning Data Branch.

c. Functions.

(1) Serve as CASCOM lead to support the FDU, TAA, JCIDS, and DART processes. Integrates all CSS force development initiatives within CASCOM.

(2) Serve as CASCOM lead in the preparation of all multifunctional logistics Unit Reference Sheets (URS) and Standard Requirements Code 63 TOEs.

(3) Serve as the CASCOM lead for all Army logistics planning data and the development and implementation of the Operations Logistics (OPLOG) Planner, a multi-echelon, user driven logistics planning tool. Coordinate with the ALMC for use of OPLOG Planner in the training of logistics planners throughout various courses and for the annual update of the data and rates in the OPLOG database.

#### **4-9. Readiness Division.**

a. Mission. Serve as the CASCOM lead for developing and gaining approval of organizational and force structure requirements to ensure the capability exists to accomplish the enduring mission of maintenance, recovery, test measurement and diagnostic equipment (TMDE), ammunition handling, explosive ordnance disposal (EOD), and tactical electric power.

b. Organization. The Readiness Division consists of three branches: Force Structure, Documentation, and Force Design.

c. Functions.

(1) Serve as CASCOM's lead for all matters related to developing, maintaining, and updating TOEs and manpower requirements criteria (MARC).

(2) Assist the TRADOC FC Force Design Division in design and integration of force structure through the TAA, FDU, and DART processes.

#### **4-10. Sustainment Division.**

a. Mission. Serve as the CASCOM lead for integration of all sustainment-related force development issues. Sustainment functions include: supply distribution, petroleum support, water purification and distribution, mortuary affairs; aerial delivery and warrior sustainment.

b. Organization. The Sustainment Division consists of a single office.

c. Functions.

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(1) Serve as CASCOT's lead for all matters related to developing, maintaining, and updating sustainment TOE and MARC, as an assist to TRADOC FC Force Design Division.

(2) Assist the TRADOC FC Force Design Division in sustainment force structure and integration through the TAA, FDU, and DART processes.

### **4-11. Distribution Division.**

a. Mission. Serve as the CASCOT lead for combat development support and integration of all distribution-related force development issues. Distribution functions include: motor transport operations, Army watercraft, movement control, rail operations, and terminal operations.

b. Organization. The Distribution Division consists of a single office.

c. Functions.

(1) Serve as the CASCOT lead for all distribution matters related to developing, maintaining, and updating distribution URS, TOE, and MARC, as an assist to TRADOC FC Force Design Division.

(2) Serve as the CASCOT lead in determining and generating distribution force structure requirements through the TAA, FDU, and DART processes.

(3) Assist the TRADOC FC Force Design Division in organizational requirements determination by performing distribution organizational risk assessments and DOTLMPF analysis.

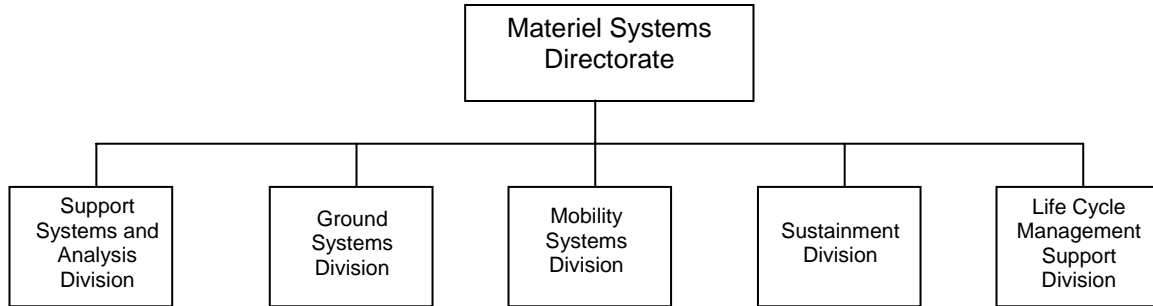
(4) Serve as user representative responsible for reviewing, assessing, coordinating, and incorporating new logistics concepts, requirements, initiatives, and doctrine into integrated distribution organizational products for the Army Modular Force.

## **Section III**

### **Materiel Systems Directorate**

**4-12. Mission of MSD.** Assist the TRADOC FC in identifying and documenting materiel approaches that resolve or mitigate gaps in logistics capabilities. Ensure that materiel solutions are logistically supportable, sustainable, and maintainable before fielding to Soldiers and units.

**4-13. Organization of MSD.** The MSD consists of five divisions: Support Systems and Analysis, Ground Systems, Sustainment, Mobility Systems, and Life Cycle Management Support (LCMSD) ([see fig. 4-3](#)).



**Figure 4-3. Materiel Systems Directorate**

#### **4-14. Functions of MSD.**

- a. Execute and support all steps of the JCIDS process including ICD, CDD, and CPD development for logistics systems after the PIA by the TRADOC FC. Support program and product managers in the acquisition and fielding of materiel systems.
- b. Assist the C&DD in conducting the functional area analysis (FAA) and FNA to identify gaps in logistics capability and functional solutions analysis (FSA) to resolve or mitigate those gaps
- c. Assess emerging non-logistics systems to develop support strategy, define the impact to Army logistics, and determine applicability to CSS organizations.
- d. Develop, analyze, and recommend changes to materiel and acquisition policies, procedures, and regulatory requirements.

#### **4-15. Support Systems and Analysis Division.**

a. Mission. The CASCOT lead for development of individual CSS Soldier support requirements. Focal point for internal analysis and assessment of potential CSS materiel solutions and combat developer for tactical power sources, environmental control systems, and shelters.

b. Organization. The Support Systems and Analysis Division consists of three branches: Support Systems; CSS Soldier Systems; and Assessment, Analysis, and Review.

c. Functions.

(1) Serve as the CASCOT lead combat developer and user representative for power sources including batteries, on-board power, and tactical electric power generation and environmental control systems

(2) Serve as the CASCOT lead for CSS Soldier systems including individual equipment, Soldier-as-a-System, and shelters.

## **TRADOC Reg 10-5-5**

(3) Provide analytic capability to support the development and approval of JCIDS documentation necessary to identify solutions to gaps in logistics capability.

(4) Serve as the CASCOM lead for the HQDA DCS, G-4 Supply and Maintenance Assessment and Review Team suggestion program.

### **4-16. Ground Systems Division.**

a. Mission. Develop and document materiel solutions that resolve gaps in ground maintenance, TMDE, and ammunition and EOD capabilities.

b. Organization. The Ground Systems Division consists of three branches: Ground Maintenance, TMDE, and Ammunition/EOD.

c. Functions.

(1) Serve as the combat developer and user representative for ground maintenance systems, TMDE, prognostics, automatic test equipment, munitions management and handling, and EOD equipment and systems.

(2) Identify and develop solutions to resolve capability gaps in munitions management, distribution, and handling.

(3) Identify and develop solutions to resolve capability gaps in rendering safe and disposing improvised explosive devices, unexploded ordnance, weapons of mass destruction, captured enemy ammunition, caches, and chemical, biological, radiological, nuclear, explosives, and related threats.

(4) Identify and develop solutions to resolve ground maintenance capability gaps in the area of recovery, battle damage assessment and repair (BDAR), mobile shop sets, fuel and electric, armament, automotive, power generation, environmental control, and allied trade tool sets and kits.

### **4-17. Sustainment Division.**

a. Mission. Develop and document materiel solutions to sustainment-related issues and gaps in capability.

b. Organization. The Sustainment Division consists of three branches: Petroleum and Water Systems, Field Service and Field Feeding Systems, and Aerial Delivery.

c. Functions.

(1) Serve as the HQ CASCOM combat developer and user representative for petroleum systems required for storage, distribution, and testing; water systems required for purification, storage, distribution, and testing; Soldier hygiene; general purpose soft-walled shelters; base



camp sustainment (which includes those systems which fall under Force Provider except for power generation); materials handling equipment; mortuary affairs; and textile repair.

(2) Serve as the HQ CASCOM combat developer and user representative for aerial delivery which includes cargo air drop equipment and sling-load equipment (less personnel parachutes which fall under the responsibility of the Infantry Center and School).

(3) Responsible for nutrition sustainment which includes kitchens, food sanitation centers, refrigerated containers, and various smaller items used to enhance Class I consumption or the hydration of operational rations.

(4) Responsible for input to, but not the development of, operational rations which fall under the Army Center of Excellence Subsistence (ACES) and the DOD Combat Feeding Program.

#### **4-18. Mobility Systems Division.**

a. Mission. Develop and document materiel solutions to land and water mobility-related issues and gaps in capability.

b. Organization. The Mobility Systems Division consists of three branches: Watercraft; Land Systems; and Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance.

c. Functions.

(1) Serve as the combat developer and user representative for watercraft systems.

(2) Serve as the combat developer and user representative for tactical wheeled vehicle (TWV) programs for Milestone A through Milestone B. Tactical wheeled vehicle programs are transitioned to the TSM TWV after Milestone B.

(3) Serve as the CASCOM combat developer and user representative for enablers such as the Harbormaster Command and Control Systems, Movement Tracking Systems, and Driver's Vision Enhancer.

(4) Identify future combat system (FCS) supportability requirements and integrate logistics capability requirements into FCS acquisition documents and planning ICW TRADOC FC.

#### **4-19. Life Cycle Management Support Division.**

a. Mission. Serve as CASCOM Futures lead in the planning, development, integration, and support of integrated logistics support (ILS) combat developer functions to all maneuver; maneuver support; maneuver sustainment; command, control, communications, computers, and intelligence; missile defense; and joint interest materiel system development programs.

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b. Organization. The LCMSD consists of the Armament and Automotive Branch and the Electronic and Missile Branch.

c. Functions.

(1) Provide logistics and maintenance technical expertise in support of combat developer life cycle management activities for materiel systems development.

(2) Conduct review, coordination, and comment of materiel, training, and force structure documentation to ensure equipment supportability and manpower requirements are recognized, acquired, and/or modernized.

(3) Support all fielded and developing Army and joint interest warfighting systems in the planning and execution of organic military and contracted maintenance support and sustainment requirements to ensure logistically supportable equipment is produced and fielded.

(4) Review materiel, maintenance training, and maintenance force structure-related JCIDS documents, materiel developer systems documents, and all associated documentation products for Milestones A, B, and C of the Life Cycle Materiel Acquisition Process.

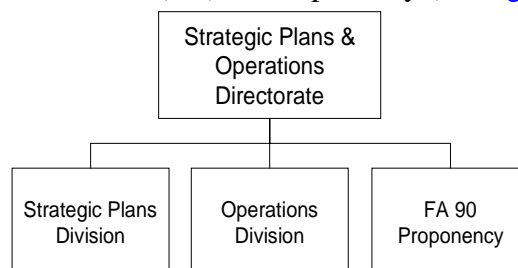
(5) Provide a representative to Army Systems Acquisition Review Council (ASARC) level ILS reviews, Army Requirements Oversight Council (AROC) and Joint Requirements Oversight Council (JROC) staffing reviews, source selection boards, logistics demonstrations, operational and developmental testing of materiel systems, proponent materiel system ICTs, and integrated product teams.

### Section IV

#### Strategic Plans and Operations Directorate

**4-20. Mission of SP&O.** Provide military and civilian administrative and logistical support; conduct and report programmatic analysis; support the development of manpower and fiscal requirements; and integrate information technology. Provide logistics analysis of capstone Army, joint, and DOD plans. Manage the implementation of the CASCOM Futures initiatives. Provide Army logistics transformation coordination ensuring the synchronization of CASCOM-related actions with TRADOC FC and TRADOC MSCs.

**4-21. Organization of SP&O.** The SP&O Directorate consists of three divisions: Strategic Plans, Operations, and Functional Area (FA) 90 Proponency ([see fig. 4-4](#)).



**Figure 4-4. Strategic Plans and Operations Directorate**

**4-22. Functions of SP&O.**

- a. Analyze HQDA, TRADOC, DOD, and joint guidance, plans, policies, and initiatives to synchronize CASCOM Futures transformation actions.
- b. Provide centralized administrative support within CASCOM Futures.
- c. Manage FA 90 Multifunctional Logistician Program.

**4-23. Strategic Plans Division.**

a. Mission. Coordinate, integrate, and synchronize futures initiatives among the CASCOM Futures directorates. Analyze, coordinate, and track all CASCOM Futures taskers, missions, and support requirements.

b. Organization. The Strategic Plans Division consists of a single office.

c. Functions.

(1) Coordinate with CASCOM and non-CASCOM organizations and the CASCOM Futures directorates to ensure internal and external taskings and initiatives are synchronized and meet established timelines.

(2) Provide strategic level assessment, analysis, and synchronization of HQ TRADOC, Army, joint, and DOD documents, strategies, and plans for HQ CASCOM senior leadership.

(3) Develop and review strategic plans and guidance for HQ CASCOM and CASCOM DCDR Futures.

(4) Manage Army logistics transformation issues relative to HQ CASCOM and the TRADOC FC.

(5) Plan and execute CASCOM Futures strategic planning events such as rock drills, off-sites, leader huddles, and internal surveys.

(6) Develop white papers and execute special initiative projects for the CASCOM DCDR Futures.

(7) Develop, compile, and staff CASCOM Futures input for the CG, CASCOM informational materials in preparation for a variety of major conference events and very important person (VIP) visits.

(8) Present the CASCOM Futures overview brief to U.S. and foreign VIPs and other official visitors to HQ, CASCOM.

(9) Manage the CASCOM Futures databases and calendars.

## **TRADOC Reg 10-5-5**

(10) Conduct annual review and maintain the CASCOM Futures mission, vision, goals, and objectives.

### **4-24. Operations Division.**

a. Mission. Provide functional, personnel, and information technology direct support to the CASCOM DCDR Futures and subordinate directors.

b. Organization. The Operations Division consists of single office.

c. Functions.

(1) Serve as the SP&O Directorate program manager for the government travel card program, Defense Travel System, and Strategic Readiness System.

(2) Manage the CASCOM combat development contracts.

(3) Manage the civilian training for the SP&O Directorate.

(4) Serve as SP&O Directorate personnel administrator. Manage mandatory training, rating schemes, gains and losses, awards, and taskings.

(5) Coordinate preparation and transmittal of un-financed requirements and Contractor Advisory and Assistance Services documents through the approval process.

(6) Serve as automated data processing (ADP) manager for CASCOM Futures.

(a) Serve as ADP security administrator for CASCOM Futures, develop and maintain ADP Security Accreditation Plan, establish standards, and monitor physical security for ADP systems.

(b) Serve as the CASCOM Futures point of contact to the CASCOM Assistant CofS, G6/Automation and the Fort Lee Directorate of Information Management.

(c) Provide user assistance for CASCOM Futures ADP programs and equipment.

(d) Provide ADP subject matter expert support and advice to the CASCOM DCDR Futures.

(7) Manage personnel taskings within CASCOM Futures field grade officers (for example, casualty assistance, flag duty, reports of survey, and others).

### **4-25. Functional Area 90 Proponency Division.**

a. Mission. Perform required personnel proponency actions related to management of the multifunctional logistician (FA 90) career field.

b. Organization. The FA 90 Proponency Division consists of a single office.

c. Functions.

(1) Monitor OD, QM, TC, and AMEDD FA 90 personnel proponency policies and standards to ensure HQDA, Human Resource Command (HRC), and TRADOC directives are applied.

(2) Analyze proposals, develop positions, and implement alternatives concerning actions related to Officer Personnel Management System life cycle models, force structure, officer selection and classification, officer accession, branch detail and branch transfer programs.

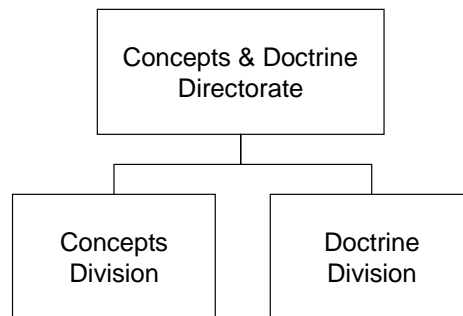
(3) Coordinate the eight personnel life-cycle management functions as they pertain to the FA90 career field and ensure that personnel management policies, programs, and procedures established at all levels are incorporated into FA 90 career field related considerations. Sponsor the Army Education Requirements System Training with Industry (TWI) Program and coordinates TWI actions with HRC and other CSS proponents.

## Section V

### Concepts and Doctrine Directorate

**4-26. Mission of C&DD.** Assist TRADOC FC in developing Army and joint concepts and CAC in doctrine development.

**4-27. Organization of C&DD.** The C&DD consists of two divisions: Concepts and Doctrine (see fig. 4-5).



**Figure 4-5. Concepts and Doctrine Directorate**

**4-28. Functions of C&DD.**

a. Develop, manage, and integrate Army, joint, and multinational logistics concepts ICW TRADOC FC.

b. Develop, manage, and integrate Army, joint, and allied logistics doctrine ICW CAC.

c. Assist TRADOC FC and the Center for Army Lessons Learned (CALL) efforts to identify, process, and integrate joint and Army logistics lessons learned from operations, training events, and other sources into concepts and doctrine products.

## **TRADOC Reg 10-5-5**

d. Assist TRADOC FC in planning and execution of Army and joint wargames, simulations, and seminars to ensure that Army logistics capabilities and equities are accurately represented, adequately tested, and that results are incorporated into concepts and doctrine products.

### **4-29. Concepts Division.**

a. Mission. Develop, manage, and integrate Army, joint, and multinational logistics concepts IAW the JCIDS processes. Develop, manage, and integrate logistics and logistics proponent concepts to include ordnance, transportation, quartermaster, human resource, finance, chaplain, medical, and legal concepts.

b. Organization. Concepts Division consists of five branches: Joint, Multinational, and Futures Concepts; Concepts Integration; Sustainment; Distribution; and Maintenance, Ammunition, and Explosive Ordnance Disposal.

c. Functions.

(1) Develop logistics functional and multifunctional concepts, CCPs, white papers, and implementation plans. Provide chair and/or representative to integrated capabilities development teams, conduct general officer reviews. Provide field staffing and visits in order to develop these products.

(2) Assist TRADOC FC and the CSS Battle Lab with experimentation and wargames.

(3) Develop and/or assist in developing and managing logistics advanced concept technology demonstrations from initiation until handoff for development as a materiel solution.

(4) Assist in developing joint concepts to include joint functional, operating, and integrating concepts. Serve as Army writer and/or TRADOC lead as tasked.

(5) Support North Atlantic Treaty Organization (NATO) and the U.S. head of delegation in bilateral and multilateral talks, subject matter expert exchanges, and other multinational logistics forums. Provide head of delegation and/or working group chair as tasked. Lead multinational work groups as requested.

### **4-30. Doctrine Division.**

a. Mission. Develop, manage, and integrate Army, joint and multinational logistics doctrine, including: Army capstone and keystone doctrine, functional and multifunctional doctrine, and supportability plans; joint doctrine and tactics, techniques, and procedures manuals; and other joint publications. Develops and/or contributes to NATO doctrine and other allied publications and allied standardization agreements.

b. Organization. The Doctrine Division consists of two branches: Army Doctrine and Joint and Multinational Doctrine.

c. Functions.

(1) Develop logistics and logistics proponent functional doctrine, integrated logistics doctrine, and supportability plans.

(2) Advise CG, CASCOT on matters of Army, joint, and multinational doctrine; logistics principles; and multifunctional logistics doctrine.

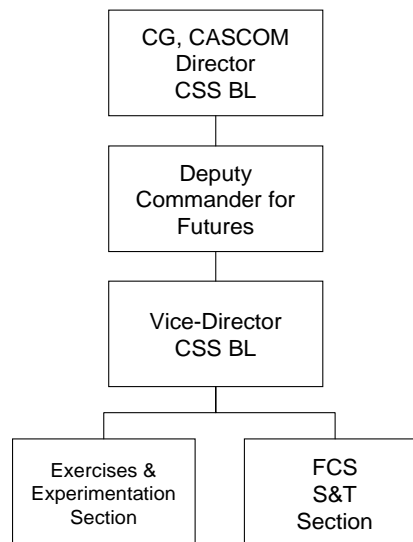
(3) Support representatives on the NATO Logistics Doctrine Working Group and panels; America, Britain, Canada and Australia working groups; and other multinational events.

## Section VI

### Combat Service Support Battle Lab

**4-31. Mission of CSS BL.** Develop the future force maneuver sustainment concept. Conduct requirements development, wargames, technology insertion, experimentation, and FCS supportability.

**4-32. Organization of CSS BL.** The CSS BL consists of the Exercises and Experimentation Section and the FCS/Science and Technology (S&T) Section ([see fig. 4-6](#)).



**Figure 4-6. Combat Service Support Battle Lab**

### 4-33. Functions of CSS BL.

a. Plan and conduct logistics experimentation as it applies to force modernization of the Army.

b. Integrate maneuver sustainment experimentation into other battle lab experimentation that supports the Unit of Action Maneuver Battle Lab and Battle Command Battle Lab.

- c. Provide analytic-based inputs for sustainment requirements in future force requirements documents.
  - d. Identify S&T enablers for the force operating capabilities (FOCs) within the logistics arena and coordinate and integrate CASCOM requirements for major S&T programs and initiatives; integrate logistics S&T initiatives into experimentation efforts.
  - e. Develop and document logistics FOCs and assess Army S&T programs for progress against these FOCs.
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## Chapter 5

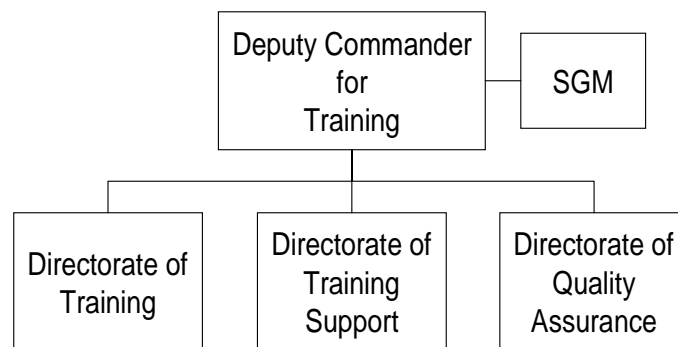
### CASCOM Training

#### Section I

#### Mission, organization, and functions of CASCOM Training

**5-1. Mission of CASCOM Training.** Responsible for the integration of logistics training programs across the DOTMLPF domains and advises the CG, CASCOM on all aspects of logistics training developments, programs, and products. Serve as the principal adviser to the CG, CASCOM on all issues, missions, and requirements regarding CSS training development, implementation, evaluation, and lessons learned.

**5-2. Organization of CASCOM Training.** CASCOM Training consists of three directorates: Training, Training Support, and Quality Assurance ([see fig. 5-1](#)).



**Figure 5-1. CASCOM Training**

#### 5-3. Functions of CASCOM Training.

- a. Design and develop all logistics training aspects of the future force.
- b. Responsible for the development, resourcing, and integration of the Army CSS training efforts and programs.



**5-4. Roles and responsibilities of the CASCOM DCDR Training.**

a. Direct Army CSS training and leadership development efforts and initiatives to enhance professional military education through CASCOM organizations, to include CSS schools and the ALMC.

(1) Develop and field all logistics training development products, IAW the approved systems approach to training (SAT) and approved TRADOC policies and guidelines.

(2) Develop and revise training products in support of the CG, CASCOM priorities and those of the proponent commandants.

(3) Develop logistics training strategies to optimize training productivity and effectiveness for an Army at war.

(4) Assist TRADOC DCSOPS&T in the development of and support the initiatives and strategies of The Army School System (TASS) and the TASS battalions.

(5) Serve as the TRADOC lead for training developments to support CSS automated information systems.

(6) Lead CASCOM in exploration and application of emerging technology for use in developing immersive and interactive training products.

(7) Develop and integrate the CASCOM Sustainment Portal with existing and emerging sustainment training products to support efficient and cost-effective integration with TRADOC training support systems and lifelong learning.

b. The CASCOM lead to effect relevant changes to functional and individual logistics training across the DOTMLPF.

(1) Collect, analyze, store and distribute CSS training lessons learned in partnership with CALL.

(2) Provide functional area evaluation in support of the CG, CASCOM's priorities, for the ALMC and all CASCOM proponent centers and schools.

(3) Provide proponent accreditation teams to perform accreditation and assistance visits to all CASCOM schools.

(4) Assist TASS battalions with assigned Title XI of the FY 1993 National Defense Authorization Act personnel to establish self-assessment programs and to establish quality controls to ensure that all TRADOC standards are met.

(5) Provide proponent leadership the feedback necessary to ensure that their CSS training maintains the highest state of proficiency and relevancy to the Army as it transforms.

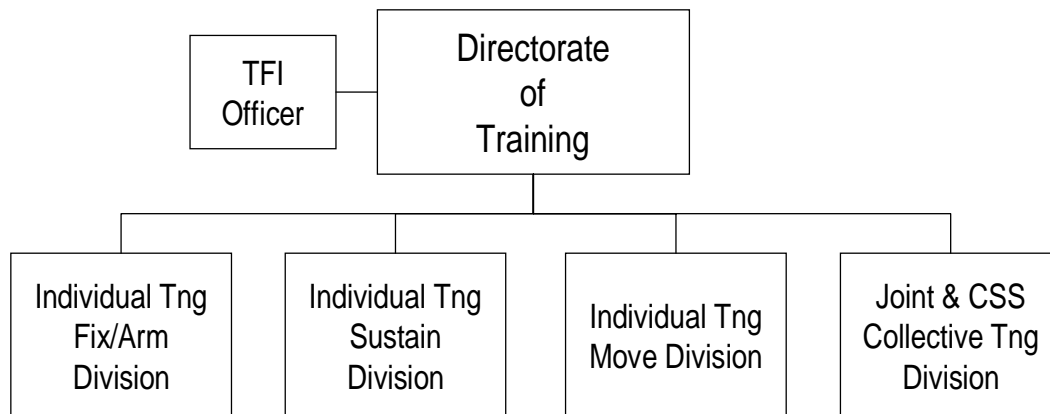
(6) Provide CASCOM a direct link for lessons learned from units in the field through the CTC Program.

## Section II

### Directorate of Training

**5-5. Mission of DOT.** Develop logistics training support packages and programs of instruction (POIs) to support individual training, collective training, and leadership development for four proponent schools and assist other proponent schools with CSS-related training products.

**5-6. Organization of DOT.** The DOT consists of four divisions and a Total Force Integration Officer. The divisions include: Individual Training-Fix and Arm, Individual Training-Sustain, Individual Training-Move, and Joint and CSS Collective Training ([see fig. 5-2](#)).



**Figure 5-2. Directorate of Training**

### 5-7. Functions of DOT.

- a. Develop and revise training products for the Active Army and RCs.
- b. Coordinate training development priorities with proponent schools.
- c. Develop and field all training development products, IAW the approved SAT.
- d. Identify technological change implications to the training development process and acquire technologies to enhance training development.
- e. Update methods of training to incorporate interactive multimedia instruction.
- f. Apply Manpower and Personnel Integration (MANPRINT), risk management, safety, and environmental directives in learning concepts.
- g. Develop training strategies to optimize training productivity and effectiveness.

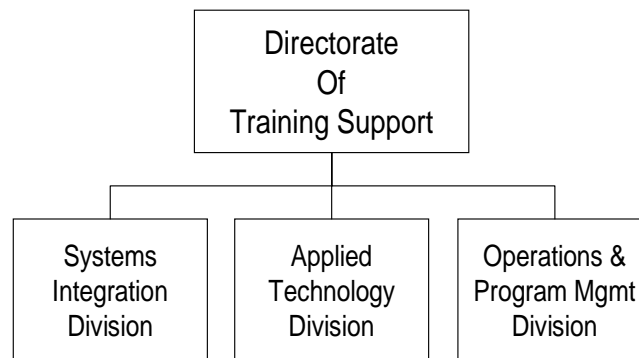
- h. Provide developed training materials to respective institutions for review and validation of content and subject matter.
- i. Conduct periodic in process reviews (IPRs) with resident and Reserve training institutions to review course curriculum.
- j. Conduct job and task analysis and task selection boards for each proponent course with appropriate agencies or training institutions.
- k. Coordinate course administrative data and POIs with training institutions to identify resource requirements for the Structure Manning Decision Review and review of manpower processes.
- l. Update POIs as needed based on feedback from formal analysis, field reports, after action reviews, and training surveys administered by the training institutions.
- m. Develop and manage POIs for proponents.

### Section III

#### Directorate of Training Support

**5-8. Mission of DOTS.** Support the development of logistics training products for individual training, collective training, leadership development training, and new systems integration in coordination with four proponent schools and assist other proponent schools with CSS-related training products.

**5-9. Organization of DOTS.** The DOTS consists of three divisions: Systems Integration, Applied Technology, and Operations and Program Management ([see fig. 5-3](#)).



**Figure 5-3. Directorate of Training Support**

#### 5-10. Functions of DOTS.

- a. Plan, organize, coordinate, and manage activities involved in analysis, design, and development of logistics training products and programs and validation of training materials.

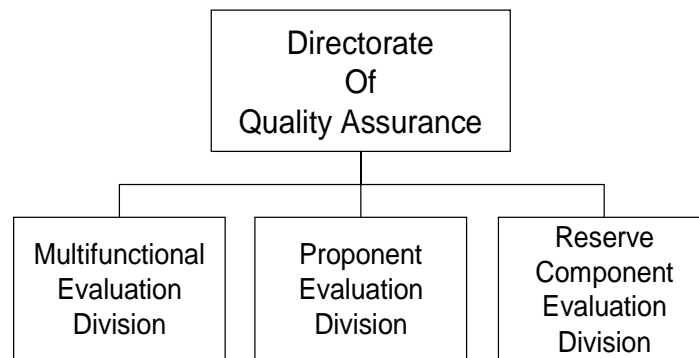
## TRADOC Reg 10-5-5

- b. Identify, validate, and integrate new systems and new training technologies impacting logistics personnel and organizations
- c. Maintain continuity between CASCOM DOT, respective training institutions, and agencies regarding new equipment or materiel fielding.
- d. Coordinate with training institutions to determine required TADSS types and quantities to support basis of issue plan submissions.
- e. Coordinate and facilitate IPRs for new equipment fielding that will impact the respective training institution.
- f. Review and provide training institutions with proposed or revised training strategies and system training plans.

### Section IV Directorate of Quality Assurance

**5-11. Mission of DQA.** Support decision makers at all levels by collecting, analyzing, evaluating, and distributing field feedback, so that logistics training maintains proficiency and relevancy to the Army as it transforms.

**5-12. Organization of DQA.** The DQA consists of three divisions: Multifunctional Evaluation; Proponent Evaluation, and RC Evaluation ([see fig. 5-4](#)).



**Figure 5-4. Directorate of Quality Assurance**

### 5-13. Functions of DQA.

- a. Collect, analyze, store, and distribute CSS training lessons learned ICW CALL.
- b. Conduct full-spectrum studies at centers and school and conduct RC accreditation and assistance visits at TASS battalions.

**5-14. Multifunctional Evaluation Division.**

a. Mission. Responsible for CTC evaluation coordination, functional area integration, and self-assessments conducted by the quality assurance element (QAE) at the ALMC.

b. Organization. The Multifunctional Evaluation Division consists of three branches: Functional Area Lessons Learned, CTC, and ALMC QAE.

c. Functions.

(1) Collect, analyze, store, and distribute logistical lessons learned, focusing on maneuver sustainment for ongoing contingency operations.

(2) Observe and collect data from units as they rotate through the CTCs.

(3) Conduct ALMC self-assessments which are used to assess training (IMT, leader development and education, and functional training) as a precursor to a formal accreditation visit from HQ TRADOC.

**5-15. Proponent Evaluation Division.**

a. Mission. Responsible for external functional area evaluations in support of the CG, CASCOM guidance, external individual area evaluations, and the self-assessments conducted by the QAEs at the OMMS, OMEMS, QMC&S, and the TC&S.

b. Organization. The Proponent Evaluation Division consists of six subordinate units: the Functional Area Evaluation Branch, the Individual Evaluation Branch, and four QAEs.

c. Functions.

(1) Conduct functional area studies and analysis.

(2) Assist the DQA Functional Area Lessons Learned Branch to design a full spectrum collection plan, develop appropriate survey instruments, collect and process data, and interpret and report findings.

(3) Assist the QAEs to develop a study cycle with a five-phase approach: planning and design, developing survey instruments, collecting and processing, interpreting and reporting, and follow-up.

(4) Provide management and assistance with QAE self-assessments that are used to assess IMT, professional military education (PME), and functional training as a precursor to a formal accreditation visit from HQ TRADOC.

(5) Conduct external course evaluations of the graduating student's task proficiency and the relevancy of the training via surveys to graduates and their supervisors.

(6) Develop, conduct, and manage CASCOM's accreditation evaluation of PME programs under the auspices of HQ TRADOC's management of the Army Quality Assurance Program.

**5-16. Reserve Component Evaluation Division.**

a. Mission. Manage the Title 10 program which provides Active Component support to the RC CSS units. The DQA Teams conduct assessment, accreditation, and assistance visits to TASS battalions conducting functionally aligned training for the RC.

b. Organization. The RC Evaluation Division consists of nine subordinate units: OD Assistance and Accreditation Branch, QM Assistance and Accreditation Branch; TC Assistance and Accreditation Branch, and six internal evaluation teams.

c. Functions.

(1) Perform assistance and accreditation visits.

(2) Perform self-assessments and assess training (IMT, PME, and functional) as a precursor to a formal accreditation visit.

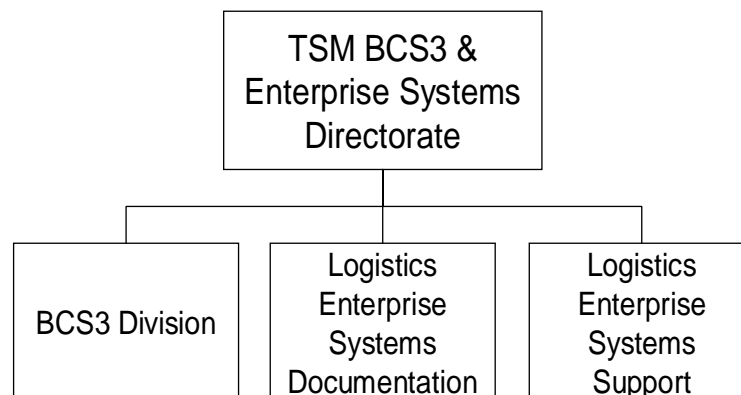
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**Chapter 6**

**TRADOC System Manager Battle Command Sustainment Support System and Enterprise Systems Directorate**

**6-1. Mission of TSM BCS3 and ESD.** Integrate all CSS combat developments activity for logistics command and control and logistics business automation systems.

**6-2. Organization of TSM BCS3 and ESD.** The TSM BCS3 and ESD consist of three divisions: BCS3, Logistics Enterprise Systems Documentation, and Logistics Enterprise Systems Support (LESSD) ([see fig. 6-1](#)).



**Figure 6-1. TRADOC System Manager BCS3 and Enterprise Systems Directorate**

### **6-3. Functions of TSM BCS3 and ESD.**

- a. Define Army requirements for BCS3 ICW the TPIO Battle Command and develop architectures for integrated logistics command and control and enterprise systems used at the tactical, operational, and strategic levels ICW TRADOC FC, Architecture and Integration Management Directorate.
- b. Leverage new technology and procedures for incorporation into existing and emerging logistics command and control and enterprise systems.
- c. Provide support for information management aspects of CSS BL and concept evaluation initiatives designed to help define future logistics enterprise systems requirements.
- d. Define and plan logistics automation system changes necessitated by significant changes in policy, doctrine, or successful battle lab or concept evaluation initiatives.
- e. Serve as the combat developer lead for the functional definition, design, test development, and deployment of the BCS3 and the Global Combat Support System – Army (GCSS-Army).
- f. Serve as the CASCOM lead for the identification, analysis, review, and documentation of logistics communications requirements.
- g. Serve as CASCOM lead to focus and integrate all CSS automation modernization systems, materiel, programs, and initiatives coherently into the single Army logistics enterprise (SALE).
- h. Ensure the full integration of logistics and CSS federation of networks with LandWarNet to leverage and enable interdependent network centric operations within the JIM environment.

### **6-4. Battle Command Sustainment Support System Division.**

- a. Mission. Serve as the HQ CASCOM lead for all combat development user activities associated with BCS3 in support of the TSM BCS3. Develop TRADOC deliverables along timelines to meet system milestones and ensure all aspects of training are synchronized with the fielding of BCS3. Manage BCS3 life cycle development.
- b. Organization. The division consists of two branches: BCS3 and FCS.
- c. Functions.
  - (1) Provide total system management and integration of all DOTMLPF considerations as they pertain to BCS3.
  - (2) Monitor and synchronize all aspects of total system development, testing and evaluation, corrective actions, acquisition, materiel release, and fielding, ICW the program, project, and product managers and materiel developers (MATDEVs).

## **TRADOC Reg 10-5-5**

(3) Propose refinement of system requirements in the CDD ICW the proponents. Defend BCS3 system requirements at all levels of the HQDA and DOD.

(4) Serve as the CASCOT lead in decision reviews, IPRs, ASARCs, AROC, JROC, and Defense Acquisition Boards for assigned systems ICW TRADOC FC. Provide user input for documentation of these reviews.

(5) Identify and prioritize system hardware and software deficiencies to the MATDEV for corrective action. Review and evaluate proposed actions and engineering change proposals to ensure that user requirements are adequately addressed.

(6) Provide for system improvements through preplanned product improvements, System Enhancement Program, Service Life Extension Program, and recapitalization effort ICW the MATDEV.

(7) Crosswalk and reconcile concepts and CCPs to CDD requirements to the request for proposal materiel specifications, ensuring the acquisition strategy meets user needs.

(8) Develop maneuver sustainment concepts, CCPs, and doctrine that are integrated into the design and development of information systems required to support the Army's future force.

### **6-5. Logistics Enterprise Systems Documentation Division.**

a. Mission. Develop and integrate capabilities, architecture, and force structure products for logistics enterprise systems and communications supporting maneuver sustainment. Serve as HQ CASCOT lead for maneuver sustainment, SALE, CNA, and coordination with the Army Logistics Enterprise Integration Office.

b. Organization. The division consists of three branches: Combat Developments Documentation; Architecture and Communications Requirements; and Special Operations.

c. Functions.

(1) Develop and integrate requirements for logistics enterprise systems capabilities required to support CSS operations that are based upon joint and Army concepts, CCPs, doctrinal products, and CSS BL and concept evaluation initiatives.

(2) Conduct JCIDS analysis of logistics enterprise systems ICW TRADOC FC.

(3) Serve as the combat developer for logistics enterprise systems hardware and software. Provides basis of issue data to the MATDEV to ensure hardware and software requirements are properly allocated.

(4) Develop platform logistics automation requirements and ensure that they are properly integrated across the spectrum of hardware platforms on the battlefield. Ensure compliance with the common logistics operating environment standards.



## **6-6. Logistics Enterprise Systems Support Division.**

a. **Mission.** Ensure automated logistics solutions for multifunctional logistics capability gaps are identified, documented, and programmed by MATDEV representatives and fielded in the right quantity to the right Soldier and/or organizations. Serve as the lead for tactical logistics automation and represents the field users of the systems.

b. **Organization.** The LESSD consists of four branches: two Tactical Logistics Enterprise Systems Support Branches; Tactical Distribution Enterprise Systems Support; and Logistics Enterprise Systems Support Operations.

c. **Functions.**

(1) Combat developer and user representative responsible for maintaining the GCSS-Army functional requirements.

(2) Serve as combat developer for functional input to MATDEV strategies for testing, data conversion, and sustainment support for logistics enterprise systems.

(3) Develop the structure, staffing, and deployment of the Combat Service Support Automation Management Office (CSSAMO). Provide tactics, techniques, and procedures; mission statements; assistance; and guidance to other activities and field users for the proper utilization of CSSAMO organizations in the force.

(4) Analyze and review data concerning LandWarNet business mission area and identify the critical warfighter business capabilities.

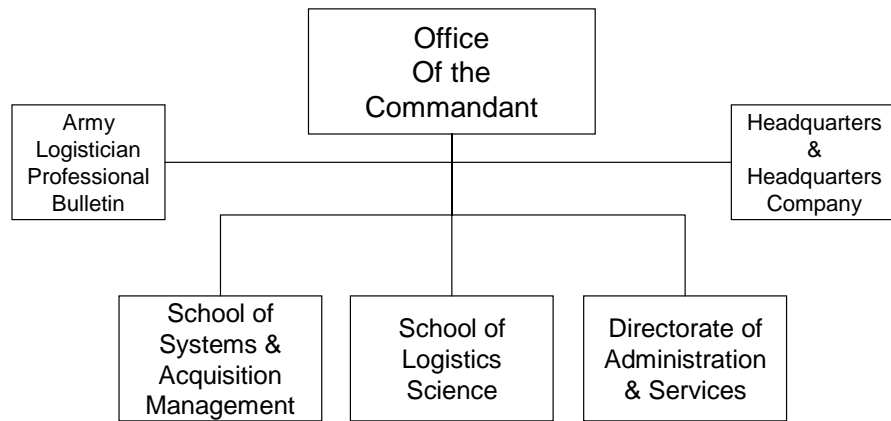
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## **Chapter 7**

### **Army Logistics Management College**

**7-1. Mission of ALMC.** Enhance readiness and sustainability of U.S. forces in JIM operations through training, education, consulting, and research.

**7-2. Organization of ALMC.** The ALMC consists of a commandant, a headquarters and headquarters company, two schools, a Directorate of Administration and Services (DAS), and the Army Logistical Professional Bulletin directorate. The schools are the School of Systems and Acquisition Management (SSAM) and the School of Logistics Science (SLS) ([see fig. 7-1](#)).



**Figure 7-1. Army Logistics Management College**

### **7-3. Functions of ALMC.**

- a. Educate personnel on all functions of the acquisition process including contracting, acquisition, acquisition logistics, and acquisition specialties.
- b. Train and educate personnel on all logistics functions across the continuum of tactical, operational, and strategic logistics.
- c. Determine the need for education, research, doctrine, and consulting in assigned areas of specialization. Provide the subject matter expertise to carry out such programs.
- d. Determine the best educational mode (resident, onsite, satellite, accredited off-campus instruction, correspondence, computer based training, or contract) for required courses and conduct or arrange for and monitor such courses.
- e. Counsel and advise students in groups and individually in all courses within the purview of the College and evaluate student progress during the conduct of instruction.
- f. Review and comment on DOD, HQDA, and HQ TRADOC Regulations, manuals, and other publications. Serve as a consulting activity on matters concerning the specific functional areas within ALMC's area of expertise.
- g. Conduct annual reviews of DOD or Army courses as directed by DOD, HQDA, and HQ TRADOC, to include recommended changes in course objectives, subject content, and student prerequisites.

### **7-4. School of Systems and Acquisition Management.**

- a. Mission. Educate personnel on all functions of the acquisition process including contracting, acquisition, acquisition logistics, and acquisition specialties such as capabilities developments, program management, MANPRINT, and quantitative aspects of management.

b. Organization. The SSAM consists of three departments and a legal staff. The departments are: Systems Acquisition, Systems Engineering, and Systems Management.

c. Functions.

(1) Conduct courses that support the DOD, HQDA, and HQ TRADOC acquisition and training processes.

(2) Provide detailed instruction and application of mathematical, statistical, and computer skills necessary for military applications of operations research.

#### **7-5. School of Logistics Science.**

a. Mission. Train and educate personnel on all functions across the continuum of tactical, operational, and strategic logistics. Areas include logistics executive and leader development, multinational logistics, joint logistics, logistics transformation and change management, supply chain management, inter-service support, logistics modernization program, installation logistics, distribution management, inventory management, maintenance management, reutilization and marketing, and demilitarization.

b. Organization. The SLS consists of three departments: Logistics Executive Development, Materiel Management, and Tactical Logistics and Leader Development.

c. Functions.

(1) Develop and conduct training and educational courses designed to develop career logisticians.

(2) Conduct the Combined Logistics Captains Career Course, Phases 1 and 3, and exercise staff management over the complete course. Phase 2 is conducted at the logistics branch schools while Phase 4 is a combined arms exercise.

(3) Conduct the Support Operations Course, Phases 1 and 2. Manage Support Operations - Phase 2 programs are conducted by the Professional Education Center at North Little Rock, Arkansas and by the Command and General Staff College at Fort Leavenworth, Kansas.

(4) Conduct a pre-command course for command designees for TDA logistics organizations and TOE multifunctional logistics organizations.

#### **7-6. Directorate of Administration and Services.**

a. Mission. Provide logistics, administrative, training, and operational guidance and support to ALMC.

b. Organization. The DAS consists of an Office of the Director and two offices: Administrative Services and Information Technology.

c. Functions.

(1) Evaluate the adequacy of academic programs in meeting established educational objectives.

(2) Determine total ALMC training requirements.

(3) Provide operational control of the Army Logistics Library.

**7-7. Office of the Army Logistician Professional Bulletin.** Publish bimonthly issues of Army Logistician, the Army official professional bulletin on logistics.

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## **Chapter 8**

### **TRADOC centers and schools**

#### **8-1. Relationship of CASCOM to TRADOC centers and schools.**

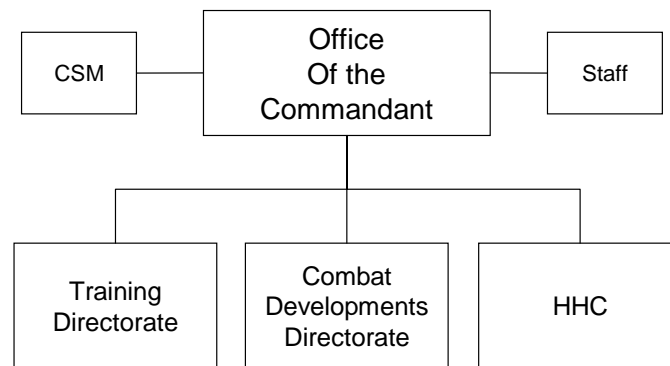
a. This chapter describes the mission, organization, and primary functions of the centers and schools that are subordinate to CASCOM. CASCOM has direct authority over these aligned centers and schools for overall mission accomplishment. Direct authority is the broad authority to act on matters relating to the execution of an organization's assigned missions and functions. Direct authority provides a leader the ability to influence the activities and initiatives of subordinate organizations, but not direct day-to-day operations. This unique command and control relationship clearly establishes that CASCOM supervises its aligned centers and schools while also allowing those same centers and schools to receive guidance and direction directly from HQ TRADOC; or, from another MSC or TRADOC FC, as the lead for one of TRADOC's 11 core functions.

b. The functions listed in the paragraphs below reflect the full range of responsibilities for the respective centers and schools. They include functions executed as an assist to any of the three different leads for TRADOC core functions.

#### **8-2. Chaplain Center and School.**

a. Mission. Determine doctrine, organization, training, materiel, leader development, and facility requirements for the Chaplain Corps and Regiment. Educate and train the UMT to provide spiritual, religious, and moral leadership to the Army throughout the full scope of their career.

b. Organization. The USACHCS consists of a headquarters, HHC, and two directorates: Training (TD) and Combat Developments ([see fig. 8-1](#)).



**Figure 8-1. Chaplain Center and School**

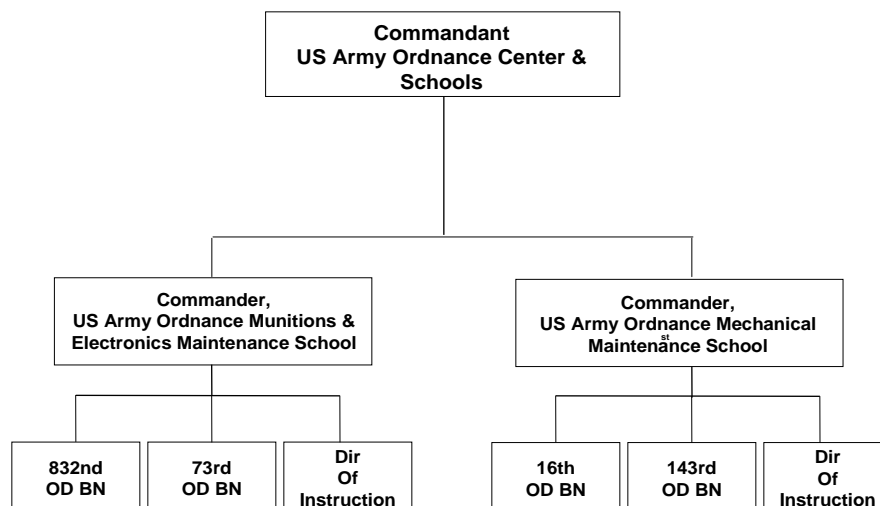
c. Functions.

- (1) Conduct and support training as directed by the Army Chief of Chaplains.
- (2) Operate the scheduling and quota management system for all training conducted at USACHCS.
- (3) Analyze, design, develop, implement, and evaluate individual and collective professional training and training material for chaplains, chaplain assistants, and chaplain candidates.
- (4) Provide training support materials and guidance, on request, through appropriate MACOM channels, to promote standardized UMT training.
- (5) Lead the development of chaplaincy concepts, programs, experiments, and initiatives that identify, prioritize, and integrate doctrine, training, leader development, organizations, materiel, and Soldier-based requirements.

### **8-3. Ordnance Center and Schools.**

a. Mission. Train OD Soldiers in technical skills, values, common tasks and the Warrior Ethos. Develop OD noncommissioned officers, warrant officers, and officers as leaders of character, who are technically and tactically competent, and able to effectively lead and train their units. Support development of DOTMLPF capabilities that provide effective and efficient maintenance, munitions, and explosive ordnance support to the Army now and in the future. Support the Army's enlisted and officer accession mission.

b. Organization. The Ordnance Center and Schools consist of a HQ and staff and two schools/training brigades: Ordnance Mechanical Maintenance School/61<sup>st</sup> Ordnance Brigade at Aberdeen Proving Ground, Maryland and the Ordnance Munitions and Electronics Maintenance School/59<sup>th</sup> Ordnance Brigade at Redstone Arsenal, Alabama ([see fig. 8-2](#)).



**Figure 8-2. Ordnance Center and Schools**

c. Functions.

(1) Monitor and provide the education and individual training of selected U.S. and international military and civilian personnel in the fields of materiel maintenance and integrated materiel management of combat firepower equipment, ground mobility materiel, mobile electric power generation equipment, and mobile environmental conditioning equipment. Also monitor and provide the education and individual training in munitions management, EOD, electronic and missile maintenance, TMDE, and military packaging. Coordinate related training conducted by other Army agencies and evaluate the effectiveness of this training.

(2) Serve as the proponent for OD training conducted at Aberdeen Proving Ground, Maryland; Redstone Arsenal, Alabama; Fort Knox, Kentucky; Fort Jackson, South Carolina; Fort Gordon, Georgia; Eglin Air Force Base, Florida; Fort Sill, Oklahoma; Fort Leonard Wood, Missouri; Fort Bliss, Texas; and Reserve Training Sites-Maintenance.

(3) Proponent for all ordnance POIs.

(4) Advise HQ CASCOM, TRADOC FC, and CAC on DOTMLPF implications relating to operational aspects and logistics support of combat firepower systems, ground mobility materiel, and missile and air defense systems; ammunition; EOD; mobile electric power generation; heating and air conditioning equipment; signal, radar, and air traffic control equipment repair; and military packaging.

(5) Serve as the TRADOC lead for Chief of Staff, U.S. Army Award for Maintenance Excellence. In coordination with the HQDA DCS, G-4, develop and implement policies and directives necessary to execute the program. Provide representative to the Army board to select nominees for the DOD Phoenix Award.

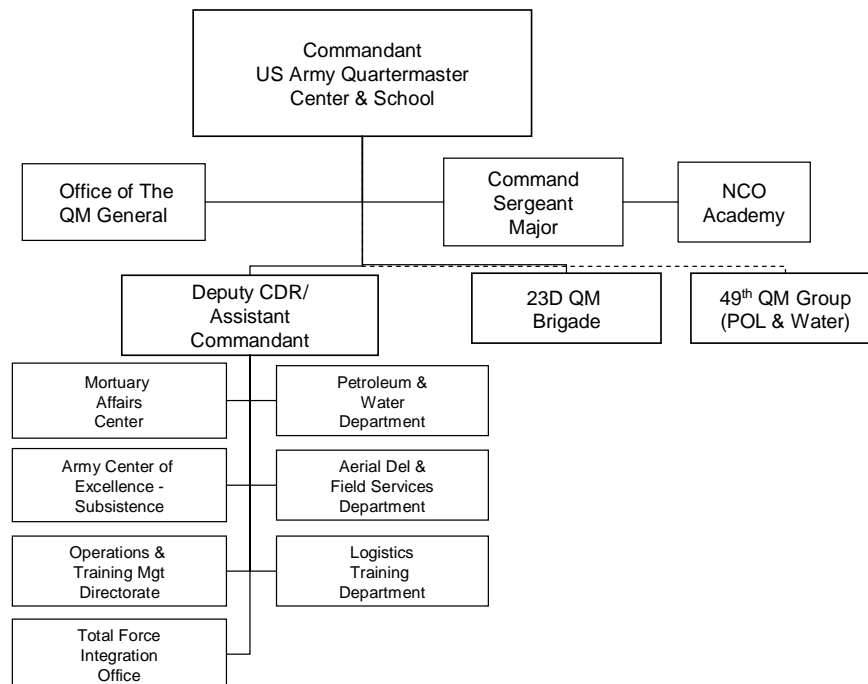
(6) Serve as the proponent for all OD-related issues to include being the TRADOC lead for BDAR and recovery.

(7) Serve as the Army manager for the Environmental Protection Agency 608/609 Certification Program.

#### 8-4. Quartermaster Center and School.

a. Mission. Provide QM Soldiers who are tactically and technically proficient Soldiers and adaptive leaders; develop and sustain QM battlefield functions that are globally executable by the joint warfighter to ensure mission success.

b. Organization. The QMC&S consists of a command group element, the Office of the Quartermaster General (OQMG) and seven training organizations: ACES; Aerial Delivery and Field Services Department (ADFSD); Logistics Training Department (LTD); Mortuary Affairs Center (MAC); Operations and Training Management Directorate (OTMD); Petroleum and Water Department (PWD); and Total Force integration Office. The QMC&S also has command of the 23d Quartermaster Brigade and administrative control (ADCON) of the 49<sup>th</sup> Quartermaster Group (Petroleum & Water) (Forces Command) ([see fig. 8-3](#)).



**Figure 8-3. Quartermaster Center and School**

c. Functions.

(1) Train Soldiers, civilians, and members of other Services and nations in QM skills and functions. The QMC&S develops QM doctrine, training, leader development, organization, and materiel requirements for the current and future Army ICW CASCOM Futures and supports the Army's accessions mission.

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(2) Serve as proponent on all QM matters.

(3) Serve as the DOD training and doctrine integration center for mortuary affairs and the HQDA DCS, G-4 lead for developing, recommending, and implementing mortuary affairs policy. Assist and advise the Central Joint Mortuary Affairs Office for the development of joint mortuary affairs policy.

(4) Serve as the HQDA DCS, G-4 lead for the Army Food Program, including garrison and field, and monitor materiel development, acquisition, and fielding. Serve as the CASCOM lead on DOD Food Program and Equipment Committees as chairman and voting members.

(5) Conduct AIT for all QM military occupational specialties (MOSs).

(6) Conduct officer, warrant officer, and NCO professional development training.

(7) Serve as the HQDA DCS, G-4 lead for airdrop parachute recovery and aircraft personnel escape systems; joint airdrop inspection records; and malfunction investigations and activity reporting.

(8) Provide supply training for all skill levels. Execute the HQDA Supply Excellence Award Program. Coordinate the activities of the HQDA Stockage Determination Process Improvement Team in support of the Army Velocity Management Program. Provide leader development training in distribution management.

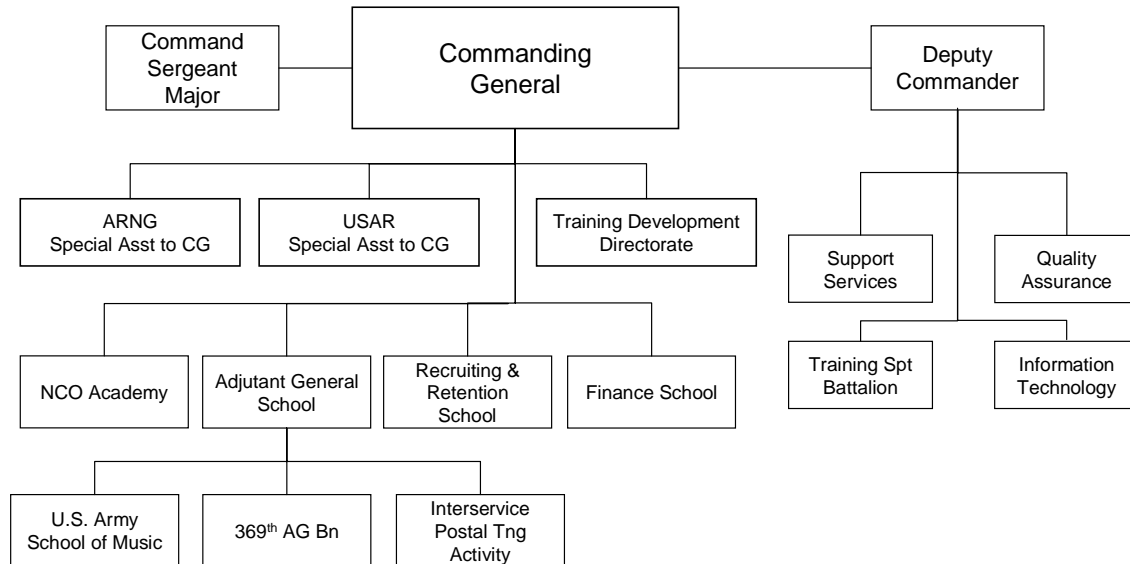
(9) Exercise ADCON over the 49<sup>th</sup> Quartermaster Group (Petroleum and Water) which is aligned under the QMC&S to help in preparation for its wartime mission.

### **8-5. Soldier Support Institute.**

a. Mission. Provide trained and ready leaders, Soldiers, Sailors, Airmen, Marines, and civilians and assist in the development of concepts, doctrine, organization, and materiel across the spectrum of human resource management, financial management, and recruiting and retention in support of America's armed forces.

b. Organization. The SSI consists of a headquarters and four schools. The headquarters is composed of a Training Support Battalion; a Training Development Directorate; and, Support Services, Quality Assurance, Information Technology, and USAR and ARNG offices. The four schools are: Adjutant General (AG), Finance, NCO Academy, and Recruiting and Retention. The AG school includes the 369<sup>th</sup> AG Battalion, the U.S. Army School of Music, and the Interservice Postal Training Activity ([see fig. 8-4](#)).





**Figure 8-4. Soldier Support Institute**

c. Functions.

(1) Provide the vision for future Army financial management and human resources (HR) services.

(2) Train officers and noncommissioned officers in the skills, knowledge, and techniques required to recruit and reenlist Soldiers.

(3) Train Soldiers, Sailors, Airmen, Marines and DOD civilians as appropriate in basic and advanced skills in band, postal operations, HR, and financial management.

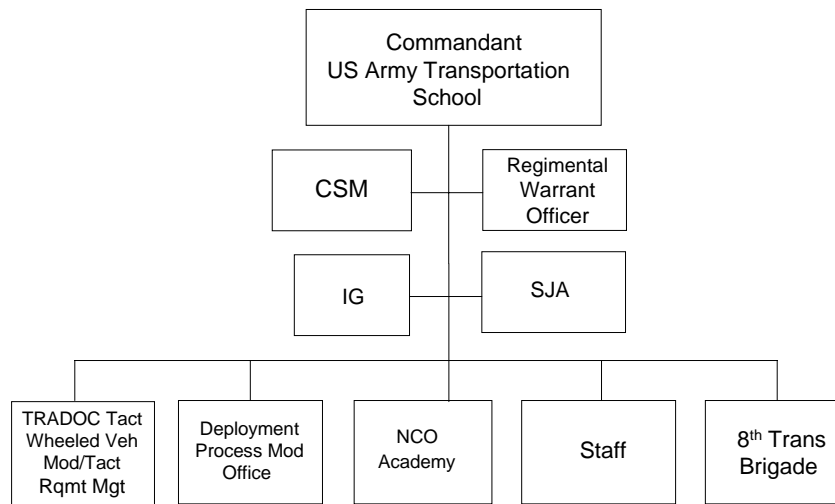
(4) Evaluate and standardize the training conducted by subordinate financial management and HR Army units and training sites (TASS battalions). Evaluate the conduct of the Army service specific training for Army personnel attending the resident and reserve training courses at the Defense Equal Opportunity Management Institute.

(5) Develop, monitor, and adjust personnel proponent programs; forecast financial management and HR personnel requirements for the Army; and forecast training, distribution, deployment, development, sustainment, and acquisition of financial management and HR personnel.

## **8-6. Transportation Center and School.**

a. Mission. Train TC Soldiers and civilians and develop leaders, support training in units, develop deployment and movement doctrine, establish applicable standards, and develop the future Army transportation capability.

b. Organization. The USATC&S consists of a Headquarters element, the NCO Academy, the school brigade (8<sup>th</sup> Transportation Brigade), and the Office of the Chief of Transportation ([see fig. 8-5](#)).



**Figure 8-5. Transportation Center and School**

c. Functions.

- (1) Train Soldiers, civilians, and members of other services and nations in transportation skills and functions. Assist in the development of TC doctrine, training, leader development, organization, and materiel requirements for the current and future Army and support the Army accessions mission.
  - (2) Serve as proponent on all TC matters and conducts AIT for all TC MOSs.
  - (3) Conduct officer, warrant officer, and NCO TC professional development training.
  - (4) Coordinate the development of transportation-related individual and collective training material, TOEs, and doctrine.
  - (5) Accomplish planning as directed for the mobilization mission.
  - (6) Support civil authorities in domestic emergencies.
  - (7) Assist CASCOM Futures in the development of CCPs, organization and/or structure, requirements determination, and doctrine for transportation support in the contemporary operating environment.
  - (8) Assist CASCOM Training in the development of training support packages that provide the foundation for training and fielding of transportation systems.
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## Chapter 9

### Non-TRADOC centers and schools

#### 9-1. Relationship of CASCOM to non-TRADOC centers and schools.

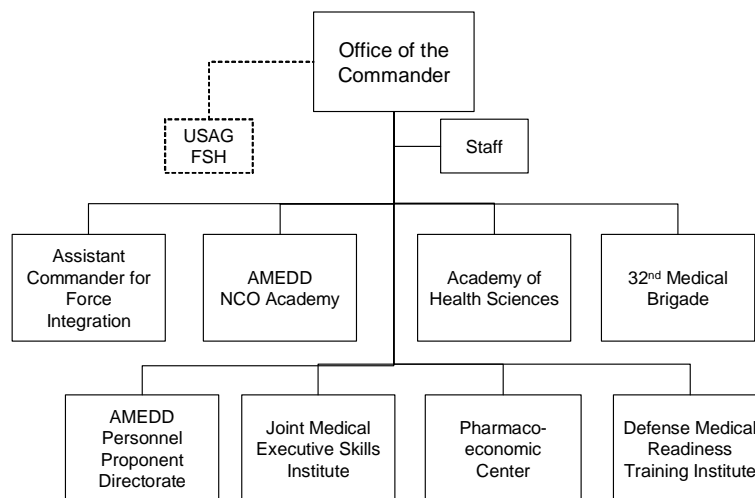
a. This chapter describes the mission, organization, and primary functions of the non-TRADOC centers and schools for which CASCOM is responsible for integrating DOTMLPF efforts (Army Medical Department Center and School and Judge Advocate General Legal Center and School).

b. The functions listed in the paragraphs below reflect the full range of responsibilities for the respective centers and schools.

#### 9-2. Army Medical Department Center and School.

a. Mission. The AMEDDC&S, in support of the health service mission, produces concepts, doctrine, and organizational structures to meet force requirements; conducts individual and functional skill training and leader development programs to provide the appropriate skill sets to DOD, non-DOD, and allied Soldiers and leaders; creates training strategies, products, and programs; and consults and collaborates with internal and external agencies and commands in matters of common interest.

b. Organization. The AMEDDC&S consists of a headquarters and staff element; one training brigade (32<sup>nd</sup> Medical Brigade) with two training battalions; the Academy of Health Sciences; the Joint Medical Executive Schools Institute, the AMEDD Personnel Proponent Directorate (APPD); the AMEDD NCO Academy; the Pharmacoeconomic Center; the Defense Medical Readiness Training Institute; and an Assistant Commander for Force Integration that includes the Directorate of Combat and Doctrine Development, Knowledge Management and Lessons Learned Directorates ([see fig. 9-1](#)).



**Figure 9-1. Army Medical Department Center and School**

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### **c. Functions.**

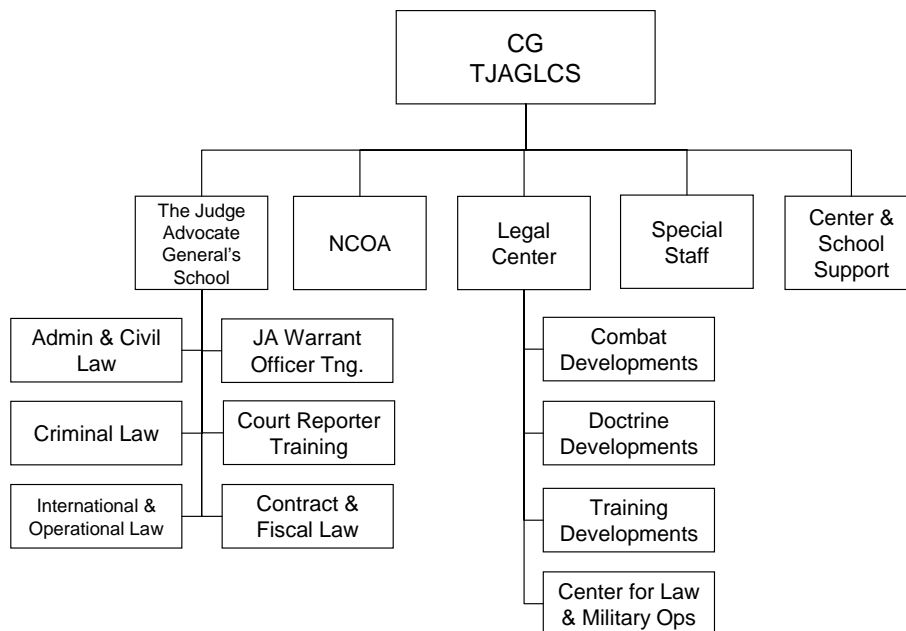
- (1) Conduct AMEDD officer, warrant officer, and NCO professional development training.
- (2) Conduct AIT for all AMEDD MOSs.
- (3) Manage the Defense Medical Readiness Training Institute, the Joint Medical Executive Skills Institute, and the Pharmacoeconomic Center.
- (4) Plan, design, conduct, analyze, and publish large, long-term epidemiological studies, complex analytic assessments, and evaluations in support of decision and policy making, management, and administration of Army medicine.
- (5) Foster and promote excellence in academic military medicine through the publication and production of educational materials as directed by the Army Surgeon General. Maintain ownership of contemporary military medical scholarships.
- (6) Integrate, prioritize, and synchronize AMEDD modernization and transformation issues.
- (7) Develop life cycle models for active and RC AMEDD commissioned officers, warrant officers, and enlisted Soldiers.
- (8) Develop, monitor, and adjust personnel proponent programs; forecast AMEDD personnel requirements for the Army; and forecast training, distribution, deployment, development, sustainment, and accession of AMEDD personnel.
- (9) Ensure that the AMEDD is fully represented in the doctrine and training development processes of the Army. Develop individual and collective training strategies to implement and advance Army transformation in the AMEDD arena while optimizing resources and technology.
- (10) Provide AMEDD doctrine to support current and future full spectrum operations in a JIM environment.
- (11) Ensure that the AMEDD is fully represented in the combat development processes of the Army through CASCOM Futures and/or TRADOC FC.
- (12) Conduct independent AMEDD operational tests and evaluations and participate in experiments ICW CASCOM Futures and/or TRADOC FC.

### **9-3. The Judge Advocate General Legal Center and School.**

- a. Mission. Provide legal training to military, civilian, and international personnel; publish The Army Lawyer and Military Law Review; develop the DOTMLPF capabilities necessary for the provision of legal support to military operations; identify lessons learned from current military operations and develop training and resource solutions to effect these lessons learned;

and manage resources in support of TJAGLCS facilities on the grounds of the University of Virginia, Charlottesville, Virginia.

b. Organization. The TJAGLCS is a field operating agency of the Office of The Judge Advocate General, HQDA. The TJAGLCS consists of a command group and special staff element, a Center and School Support Directorate; The Judge Advocate General School and its four teaching departments (Administrative and Civil Law; Contract and Fiscal Law; Criminal Law; and International and Operational Law), a Warrant Officer Training Department, a Court Reporter Training Department; a NCO Academy (Basic NCO Course (BNCOC) and Advanced NCO Course (ANCOC)) for MOS 27D; and the Legal Center and its four departments (Combat Developments; Doctrine Developments; Training Developments; and the Center for Law and Military Operations) (see fig. 9-2).



**Figure 9-2. The Judge Advocate General's Legal Center and School**

c. Functions.

(1) Develop and conduct resident military legal and related instruction for personnel of the Judge Advocate Legal Service, commanders, other officers, selected foreign officers, and employees of the U.S. Government. This includes the Judge Advocate Officer Basic Course.

(2) Confer the degree of Master of Law in Military Law upon graduates of the Judge Advocate Officer Graduate Course, an American Bar Association-approved program.

(3) Develop and provide nonresident military legal and related instruction through local on-site instruction, correspondence courses, and distance learning programs.

(4) Develop and provide Judge Advocate Warrant Officer (MOS 270A) Legal Administrator training. Resident instruction includes Judge Advocate Warrant Officer Basic

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Course, Judge Advocate Warrant Officer Advanced Course, and various other reserve and active component legal administrator courses.

(5) Operate the Judge Advocate General Corps (JAGC) NCO Academy that conducts NCOES courses (BNCOC and ANCOC) for MOS 27D active and RC Soldiers.

(6) Train military paralegals to perform as certified court reporters and instruct military and civilian court reporters in the proficient use of speech recognition software.

(7) Maintain the central law library and archives for the Army; manage the Army Law Library System for the field; and manage the JAGC regimental history program.

(8) Conduct and coordinate legal research and publish the Military Law Review, The Army Lawyer, pamphlets, and other periodicals and permanent publications.

(9) Develop, document, and justify legal support CCPs, materiel requirements, and force structure and participate in the strategic planning process for the JAGC.

(10) Develop, write, staff, and publish JAGC doctrine and incorporate Army JAGC doctrine into joint doctrine.

(11) Analyze JAGC training needs, design training strategies, and develop training products and support materials for resident, non-resident, and distance learning initiatives.

(12) Serve as the central repository for all Army and U.S. Marine Corps operational law information and materials and lessons learned pertaining to the provision of legal support to military operations.

(13) Critically and thoroughly analyze operational law information, materials, and lessons learned and develop innovative training and resource solutions across all military legal disciplines to apply these lessons learned.

(14) Disseminate lessons learned and other operational information to the HQDA, the other Services, the joint community, and other Federal agencies through publications, instruction, training, and databases accessible to operational forces worldwide.

(15) Maintain a continuous exchange with the Army's CTCs and their Judge Advocate observer-controllers and coordinate the publication of operational law training guides based on identified training trends.

(16) Provide legal assistance, claims, human resource (Defense Enrollment Eligibility Reporting System, ID card, and others), and logistical support to personnel assigned to TJAGLCS, Charlottesville, Virginia.

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## **Chapter 10**

### **Coordinating Instructions**

**10-1. Coordination.** CASCOT's distinctive culture and structure make communications and coordination both a priority and a challenge. Communications and coordination are tasks that affect everything CASCOT achieves in support of HQ TRADOC's multi-faceted missions. The following considerations are included to assist in ensuring effective communications and coordination.

a. Within the lead, assist, and staff management framework, the lead organization has the inherent responsibility to ensure the accomplishment of all required communications and coordination, both within the parent organization, with external and higher organizations, and across the command, before recommending approval of policy or guidance, generating a tasking, or beginning to implement a command initiative.

b. Balance the extent of coordination against the time available for the input. That is, coordination required in a short period of time must include, as a minimum, the organizations affected by the outcome or that have information that could affect the potential decision. Similarly, limiting the number of organizations that coordinate on a product to generate a faster response, but omitting an organization that has a new or different perspective which improves the capability or initiative is not in the best interests of the command.

c. Examine actions to determine whether they involve routine coordination or require a tasking. If the action requires coordination outside of the originating organization, the originator must balance the additional workload and the level of coordination needed before deciding whether to work through the appropriate tasking channel. Synchronization and integration between action officers across organizational boundaries would represent routine coordination not generating a tasking. The same holds true for division-level coordination across organizational boundaries in the development or staffing of guidance, policy, or an initiative.

### **10-2. Tasking.**

a. The tasking authorities in HQ CASCOT are the CG, CASCOT, CASCOT Deputy to the Commander, CASCOT DCDRs, and CASCOT CofS.

b. For actions developed within HQ CASCOT that require tasking, the responsibility to develop the tasking lies with the lead organization. The lead organization conducts mission analysis, course of action development, decision making, and production of the tasking. It is then processed through the appropriate tasking authority.

c. The CASCOT SGS will process, disseminate, and track to completion all congressional, HQ TRADOC and HQDA taskings, and White House inquiries.

d. Send all operational and organizational taskings received from agencies external to CASCOT to the CASCOT SGS for processing, synchronization, dissemination, and tracking to completion.

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**10-3. External coordination.** The HQ CASCOM staff is the primary interface with external agencies (DOD, HQDA, and HQ TRADOC, joint organizations, other Services, and others) to provide HQ CASCOM positions and receive taskings and requests for support.

**10-4. CASCOM positions.** Command positions on issues, policies, or future joint and Army concepts and CCPs being presented to HQ TRADOC will be approved by CG, CASCOM, a CASCOM DCDR, or the CASCOM CofS, particularly when CASCOM's command position is not in agreement with a recommendation from the originating agency or activity. Command positions will not be presented to other external organizations without coordination with HQ TRADOC.

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## **APPENDIX A**

### **References**

#### **Section I**

##### **Required Publications**

AR 5-22  
The Army Proponent System

AR 600-3  
The Army Personnel Proponent System

TR 10-5  
Organization and Functions

#### **Section II**

##### **Related Publications**

AR 1-20  
Legislative Liaison

AR 5-5  
Army Studies and Analyses

AR 5-11  
Management of Army Models and Simulations

AR 10-5  
Headquarters, Department of the Army

AR 10-87  
Major Army Commands in the Continental United States

AR 11-7  
Internal Review and Audit Compliance Program



AR 25-1  
Army Knowledge Management and Information Technology Management

AR 27-1  
Judge Advocate Legal Services

AR 70-1  
Army Acquisition Policy

AR 71-9  
Materiel Requirements

AR 71-11  
Total Army Analysis

AR 71-32  
Force Development and Documentation – Consolidated Policies

AR 350-1  
Army Training and Education

AR 350-50  
Combat Training Center Program

AR 360-1  
The Army Public Affairs Program

AR 385-10  
Army Safety Program

AR 690-12  
Equal Employment Opportunity and Affirmative Action

AR 700-127  
Integrated Logistics Support

AR 750-1  
Army Materiel Maintenance Policy

AR 870-5  
Military History: Responsibilities, Policies, and Procedures

Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3170.01D  
Joint Capabilities Integration and Development System

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CJCSI 3180.01

Joint Requirements Oversight Council (JROC) Programmatic Processes for Joint Experimentation and Joint Resource Change Recommendations

CJCS Manual 3170.01A

Operation of the Joint Capabilities Integration and Development System

DODD 5100.1

Functions of the Department of Defense and its Major Components

Field Manual 7-0

Training the Force

Joint Publication 1-02

DOD Dictionary of Military and Associated Terms

TR 25-36

The TRADOC Doctrinal Literature Program

TR 71-4

TRADOC Standard Scenarios for Combat Developments

TR 71-12

TRADOC System Management

TR 350-6

Enlisted Initial Entry Training (IET) Policies and Administration

TR 350-10

Institutional Leader Training and Education

TR 350-13

Instruction in Military History

TR 870-1

TRADOC Military History Program

TRADOC Memorandum 1-11

Staff Procedures

### **Section III**

#### **Referenced Forms**

DA Form 1045

Army Ideas for Excellence Program (AIEP) Proposal

DA Form 2028  
Recommended changes to Publications and Blank Forms

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## Glossary

### Section I Acronyms

ACES	Army Center of Excellence Subsistence
ADCON	administrative control
ADP	automated data processing
AG	Adjutant General
AIEP	Army Ideas for Excellence Program
AIT	advanced individual training
ALMC	Army Logistics Management College
AMEDD	Army Medical Department
AMEDDC&S	Army Medical Department Center and School
ANCOC	Advanced NCO Course
AR	Army Regulation
AROC	Army Requirements Oversight Council
ASARC	Army Systems Acquisition Review Council
BCS3	battle command sustainment support system
BDAR	battlefield damage assessment and repair
BNCOC	Basic NCO Course
C&DD	Concepts and Doctrine Directorate
CALL	Center for Army Lessons Learned
CASCOM&FL	Combined Arms Support Command and Fort Lee
CBA	capabilities-based assessment
CCP	concept capability plan
CDD	capability development document
CD&E	concept development and experimentation
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CofS	Chief of Staff
CPD	capability production documents
CSSAMO	Combat Service Support Automation Management Office
CSS BL	Combat Service Support Battle Lab
CTC	Combat Training Center
CTCD	Combat Training Center Division
DA	Department of the Army
DART	Documentation Assistance Review Team
DAS	Directorate of Administration and Services
DCG	Deputy Commanding General
DCSOPS&T	Deputy Chief of Staff for Operations and Training
DCR	DOTMLPF change recommendation
DCSRM	Deputy Chief of Staff for Resource Management

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DCDR Futures	Deputy Commander for Futures
DCDR Training	Deputy Commander for Training
DOD	Department of Defense
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DOT	Directorate of Training
DOTS	Directorate of Training Support
DQA	Director of Quality Assurance
DRM	Director of Resource Management
EEO	equal employment opportunity
EOD	explosive ordnance disposal
FA	functional assessment
FAA	functional area analysis
FCS	future combat system
FC	Futures Center (TRADOC)
FDD	Force Development Directorate
FDU	force design update
FNA	functional needs analysis
FOC	force operating capabilities
FSA	functional solution analysis
GCSS-A	Global Combat Support System-Army
HHC	Headquarters and Headquarters Company
HQ	headquarters
HQDA	Headquarters, Department of the Army
HR	human resources
HRC	Human Resources Command
IAW	in accordance with
ICD	initial capabilities document
ICT	integrated concepts team
ICW	in coordination with
IG	inspector general
ILS	integrated logistics support
IMT	initial military training
IPR	in process review
JCIDS	Joint Capabilities Integration and Development System
JIM	joint, interagency, and multinational
JAGC	Judge Advocate General Corps
JROC	Joint Requirements Oversight Council
LCMSD	Life Cycle Management Support Division
LESSD	Logistics Enterprise Systems Support Division
M&S	modeling and simulation
MACOM	major Army command
MANPRINT	manpower and personnel integration
MARC	manpower allocation requirements criteria
MATDEV	materiel developer
MOS	military occupational specialty

MSC	major subordinate command
MSD	Materiel Systems Directorate
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NCOES	noncommissioned officer education system
OD	Ordnance Corps
OMEMS	Ordnance Munitions and Electronics Maintenance School
OMMS	Ordnance Mechanical Maintenance School
OPLOG	operations logistics
ORD	operational requirements document
PIA	post independent analysis
PME	professional military education
POI	program of instruction
QAE	quality assurance element
QM	Quartermaster
QMC&S	Quartermaster Center and School
RC	Reserve Component
SALE	single army logistics enterprise
S&T	science and technology
SAT	systems approach to training
SGS	Secretary of the General Staff
SJA	Staff Judge Advocate
SLS	School of Logistics Science
SP&O	Strategic Plans and Operations Directorate
SSAM	School of Systems and Acquisition Management
SSI	Soldier Support Institute
TAA	total Army analysis
TADSS	training aids, devices, simulators, and simulations
TASS	The Army School System
TC	Transportation Corps
TC&S	Transportation Center and School
TDA	table of distribution and allowances
TJAG	The Judge Advocate General
TJAGLCS	The Judge Advocate General's Legal Center and School
TMDE	test measurement diagnostic equipment
TOE	tables of organization and equipment
TR	TRADOC Regulation
TRAC	TRADOC Analysis Center
TRADOC	U.S. Army Training and Doctrine Command
TSM	TRADOC system manager
TWI	training with industry
UMT	unit ministry team
URS	unit reference sheets
USAAC	U.S. Army Accessions Command
USACHCS	U.S. Army Chaplain Center and School
USAR	U.S. Army Reserve

VIP                                      very important person

## **Section II**

### **Terms**

*Definitions of terms are found in Joint Pub 1-02. This glossary defines terms requiring expanded explanation.*

#### **analysis of materiel/non-materiel approach**

The analysis of materiel/non-materiel approach collates the information obtained during the FAA, the FNA, the ideas for non-materiel approaches (DOTMLPF analysis), and the ideas for materiel approaches to determine the best materiel approach or combination of approaches to provide the desired capability or capabilities. Though the AMA is similar to an analysis of alternatives, it occurs earlier in the analytical process. Subsequent to approval of an ICD that may lead to a potential ACAT I/IA program, program analysis and evaluation provides specific guidance to refine the initial AMA into an analysis of alternatives. (CJCSM 3170.01B)

#### **architecture**

A framework or structure that portrays relationships among all the elements of the subject force, system, or activity. The structure of components, their relationships, and the principles and guidelines governing their design and evolution over time. Architecture provides data sets that describe the missions and tasks that must be performed and for what purpose -- the operational view; the nodes and their characteristics that support the missions and tasks -- the system view; and how the nodes exchange information and interact to perform the desired effects associated with the tasks -- the technical view.

#### **administrative control**

Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. Also called ADCON. (Joint Pub 1-02)

#### **assist**

TRADOC organizations or staff elements a higher headquarters directs to provide augmentation or other support to a lead for a function, task, or role. The augmentation or other support includes, but is not limited to, all applicable DOTMLPF domains. The organization that aids, complements, or sustains another organization, and is responsible for providing the assistance the lead organization requires. (TR 10-5)

#### **capabilities-based assessment**

The CBA is the portion of the JCIDS analysis process that includes the FAA and FNA. The results of the CBA are used to develop the joint capabilities document or an initial capabilities document. (CJCSM 3170.01B)

**capability**

The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. It is defined by an operational user and expressed in broad operational terms in the format of a JCD, ICD, or joint DCR. In the case of materiel proposals, the definition will progressively evolve to DOTMLPF performance attributes identified in the CDD and the CPD. (CJCSI 3170.01E)

**capability development document**

A document that captures the information necessary to develop a proposed program(s), normally using an evolutionary acquisition strategy. The CDD outlines an affordable increment of militarily useful, logistically supportable and technically mature capability. (CJCSI 3170.01E)

**capability documents**

A generic term to describe the ICD, the CDD, and the CPD.

**capability gaps**

The inability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. The gap may be the result of no existing capability or lack of proficiency or sufficiency in existing capability. (CJCSI 3170.01E)

**capability production document**

A document that addresses the production elements specific to a single increment of an acquisition program. (CJCSI 3170.01E)

**concept**

A notion or statement of an idea – an expression of how something might be done – that can lead to an accepted procedure (CJCSI 3010.02A). A military concept is the description of methods (ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends).

**concept capability plan**

The application of elements of operational joint and Army concepts to selected mission, enemy, terrain and weather, time, troops available, and civilian conditions. It is typically more illustrative and descriptive than a concept and more focused in purpose. A CCP includes one or more illustrative vignette(s) for a specific scenario and a set of distinguishing principles applicable to a particular operation. It may include multiple illustrative vignettes for specific mission, function, or operation from the range of military operations. CCPs provide architecture data to support experimentation and the continuous refinement of the concept and architecture. CCPs have the narrowest focus of all concepts in order to derive detailed required capabilities and operational architectures. CCPs include the required details to initiate the capabilities-based assessment within the JCIDS.

**core competencies**

Core competencies represent command-wide capabilities created from the combined skills, knowledge, abilities, and behaviors of its Soldiers and civilians operating as individuals or members of teams. The command's mission determines these enduring qualities, built through

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many years of successfully meeting the Army's requirements, coupled with a process of continuous improvement and innovation. (TR 10-5)

### **coordination**

Consultation leading to an expressing of views. To cause to act or work together for a common purpose, as in timing, unifying, and integrating work. (TR 10-5)

### **direct authority**

Broad authority to act on matters relating to the execution of an organization's assigned functions and responsibilities. The latitude direct authority provides is bounded by the overall commander's vision, priorities, and guidance, both written and verbal. Direct authority is a measure of control less than that included within the term command and more than that included within the term ADCON. Direct authority provides a leader the ability to influence the activities and initiatives of subordinate organizations but not to control day-to-day operations. (TR 10-5)

### **domain agent**

Modeling and simulations domain agents support domain managers by gathering requirements, ensuring user requirements are understood and supported, and managing the domain review and approval process. Domain agents are responsible for developing and maintaining a database of investment information for their assigned models and simulations. They provide updates to the central investment database when the Army Modeling and Simulation Office requests and manages the execution of approved investments. (TR 10-5)

### **domain manager**

The HQDA designates a manager for each modeling and simulation (M&S) domain. Domain managers coordinate M&S activities and develop and maintain supporting plans for their domains, to include domain management plans and domain investment plans. (TR 10-5)

### **DOTMLPF change recommendation (DCR)**

A recommendation for changes to existing joint resources when such changes are not associated with a new defense acquisition program. (CJCSI 3170.01E)

### **essential task**

An essential task is a collective task in which an organization has to be proficient to accomplish an appropriate portion of its wartime operational mission and is a fundamental part of capabilities development.

### **field operating agency**

An agency under the supervision of HQDA, but not a major Army command or part of a major Army command, which has the primary mission of executing policy. (AR 71-32)

### **functional area analysis**

The FAA is the first step of the JCIDS CBA. It identifies the operational tasks, conditions, and standards needed to achieve military objectives. It uses the national strategies, joint and Army concepts, the Universal Joint Task List, the Army Universal Task List, and the anticipated range of broad capabilities that adversaries might employ as input. Its output is a list of capabilities



their associated tasks and attributes to be reviewed in the follow-on functional needs analysis. The FAA includes cross-capability analysis and cross-system analysis in identifying the operational task, conditions, and standards. (CJCSM 3170.01B)

### **functional needs analysis**

The FNA is the second step of the JCIDS CBA. It assesses the ability of the current and programmed joint and/or Army capabilities to accomplish the tasks, under the full range of operating conditions and to the designated standards that the FAA identified. Using the tasks identified in the FAA as primary input, the FNA produces as output a list of capability gaps that require solutions and indicates the time frame in which those solutions are needed. (CJCSM 3170.01B)

### **functional solution analysis**

The FSA is the third step of the JCIDS CBA. It is an operationally based assessment of potential DOTMLPF and policy approaches to solving (or mitigating) one or more of the capability gaps identified in the FNA. The gaps identified in the FNA are inputs to the FSA; its outputs are potential solutions to resolve identified capability gaps. In considering these approaches, the following order of priority: changes to existing DOTMLPF and/or policy approach; product improvements to existing materiel or facilities alone; adoption of interagency or foreign materiel approaches that have limited non-materiel DOTMLPF and/or policy consequences; and finally, new materiel starts. The FSA is composed of three sub-steps: ideas for non-materiel approaches (DOTMLPF Analysis), ideas for materiel approaches, and the analysis of materiel/non-materiel approaches (AMA). (CJCSM 3170.01B)

### **ideas for non-materiel approaches (DOTMLPF analysis)**

As the first sub-step in the FSA, the DOTMLPF Analysis determines whether a non-material approach or an integrated DOTMLPF and/or policy approach can fill the capability gaps identified in the FNA. Non-materiel approaches include changes in DOTMLPF. If the analysis determines that the capability gap can be partially addressed by an integrated DOTMLPF and/or policy approaches, the proponent will assess them in conjunction with the potential materiel approaches. If this approach is recommended, the proponent will develop a DCR in addition to required CDDs or CPDs. If the analysis determines that the capability gap can be completely addressed by a non-materiel approach, the proponent will develop a DCR in lieu of completing the ICD. (CJCSM 3170.01B)

### **initial capabilities document**

Documents the need for a materiel approach or an approach that is a combination of materiel and non-materiel to satisfy a specific capability gap(s). It defines the capability gap(s) in terms of the functional area, the relevant range of military operations, desired effects, time, and DOTMLPF and policy implications and constraints. The ICD summarizes the results of the DOTMLPF and policy analysis and the DOTMLPF approaches (materiel and non-materiel) that may deliver the required capability. The outcome of an ICD could be one or more DCRs or CDDs. (CJCSM 3170.01E)

### **institutional training**

Institutional training and education courses qualify leaders for service in the Army and provide them with the basic knowledge and skills needed to perform the duty position requirements of future operational assignments. Institutional training and education usually precede a new level of operational assignment. In each case, the institutional training base is the foundation upon which individuals develop their maximum potential. (AR 350-1)

### **integration**

The extent of coordination or interdependence that is needed within the organization in order to make effective, efficient decisions and successfully accomplish its roles, responsibilities, and functions. There are three levels of integration:

- **basic integration** which is accomplished through published rules and procedures. Integration is achieved through procedures and direct interaction is normally not required between organizational units.
- **complex integration** which is accomplished through an approved plan or order. Interdependence is achieved through an operational plan or order in which the responsibility for and sequence of task accomplishment are specified in detail.
- **highly complex integration** which is the process of mutual adjustment in which closely coordinated contact is required within the management hierarchy (or chain of command) and which also implies cross-functional teams or individual integrators. (TR10-5)

Each of these levels of integration is found in all Army organization to some extent. Effective organizations facing more diverse environments or complex tasks or functions will use all of these integrative processes.

### **key enabler**

A significant function that underpins the ability to execute two or more core functions. An integral component of the set of functions or tasks required to execute a core function. One or more organizations can perform this function. (TR 10-5)

### **lead**

The organization or staff element having primary responsibility for a function, task, or role a higher headquarters assigns. Responsibility for the function, task, or role begins with initial assignment and ends with its completion. The responsibility also includes all aspects of planning, execution, and integration of all applicable DOTMLPF domains. The organization which receives assistance from another organization(s) or staff element(s), and is responsible for ensuring that the supporting organization(s) or staff element(s) understands the assistance required. Specifically, lead has three areas of responsibility:

- Develop, coordinate, and recommend command policy.
- Develop, coordinate, and recommend command guidance.
- Develop, coordinate, and recommend taskings to execute specific missions and tasks or provide specific support.

**major Army command**

A command directly subordinate to, established by authority of, and specifically designated by Headquarters, Department of the Army. Army component commands of unified and specified commands are major Army commands. (AR 10-87)

**major subordinate command**

A command directly subordinate to, established by authority of, and specifically designated by a major command. (TR 10-5)

**memorandum**

Command memorandums apply to HQ TRADOC only. They establish policies, responsibilities, and administrative procedures; patterns of organizations and workflow; and recurring and special forms and reports within HQ TRADOC. They are effective until superseded or rescinded. (TR 10-5)

**modeling and simulation (M&S)**

A “model” is a mathematical, logical, physical, or procedural representation of some real or ideal system, and “modeling” is the process of developing a model. A “simulation” is the implementation of a model in executable form or the execution of a model over time. Taken together, “modeling and simulation” or M&S refers to the broad discipline of creating, implementing, understanding, and using models and simulations.

M&S facilitates early identification and reduction of the risks associated with complex system acquisition programs; helps to better understand what kinds of system requirements and architectures are feasible and affordable given various programmatic and technological constraints; and provides insight into how to better manage system engineering efforts so as to improve the overall likelihood of a successful acquisition effort. (TR 10-5)

**operational architecture**

Portrays an operational warfighting concept. A description (often graphical) of the operational elements, assigned tasks, and information flows required to accomplish or support a warfighting function. It defines the type of information, the frequency of exchange, and what tasks are supported by these information exchanges. (TR 10-5)

**operational control**

Operational control is the authority to perform those functions of command over subordinate organizations involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control should be exercised through the commanders of subordinate organizations. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (Joint Pub 1-02)

**operational environment**

The operational environment is defined as the “composite of conditions, circumstances, and influences that affect employment of military forces and bear on the decisions of the unit commander”. It is wide-ranging and geostrategic, encompassing geopolitics and globalization in economics, technology, and demographics, and incorporates both U.S. and threat military developments. (Joint Pub 1-02)

**pamphlet**

Command pamphlets are permanent instructional or informational publications that apply command-wide. Pamphlets are not directive. They provide guidance and information needed to carry out policies and procedures established by regulations. Forms established by pamphlets are for optional use only. (TR 10-5)

**plan**

A projected procedure for carrying out an undertaking. A plan sets forth the specific tasks the participants will perform and includes policy and procedural guidance. A plan differs from a program in that it may be less specific and normally does not schedule accomplishment or resource distribution within specified dates. Planning normally precedes programming. (TR 10-5)

**policy**

A high-level overall plan embracing the general goals and acceptable procedures of an organization in light of given conditions to guide and determine present and future decisions. (TR 10-5)

**program**

An organized procedure for carrying out a mission. Although its elements may vary considerably, it usually includes a statement of the mission, objectives to achieve within specific dates, priorities, provided resources, schedules to accomplish, progress indicators, and follow-on requirements. (TR 10-5)

**regulation**

Command regulations contain policies, responsibilities, and administrative procedures relating to subjects not contained in ARs or which support or better define command guidance derived from ARs and DOD directives. They are permanent directives, effective until superseded or rescinded. Each regulation is confined to a single subject and is the only authority to prescribe mandatory use of command forms. (TR 10-5)

**requirement**

An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks. (TR 10-5)

**staff management**

The responsibilities of the staff to assist and coordinate lead organization efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or

execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate. (TR 10-5)

**strategic communications**

Identifying and communicating with the internal and external organizations or audiences to achieve desired outcomes. In doing so, the command develops, synchronizes, and articulates key themes and messages in support of the strategic vision, goals, and objectives. Strategic communications will inform a broad variety of audiences and ensure command-wide unity of effort. Effective strategic communication not only serves the command, but must support the Army and the joint communities in their strategic communications efforts. (TR 10-5)

**strategic engagement**

Interaction with stakeholders who potentially affect the ability of the joint community, the Army, or TRADOC to accomplish their strategic goals or mission. Interaction includes deliberate communications activities with specific, concise, unifying, and consistent themes and messages, targeted at a specific stakeholder in a planned environment, using a designated messenger, that support a broader strategic communications plan. (TR 10-5)

**strategic planning**

The comprehensive process of an organization setting goals, developing strategies, and outlining tasks and schedules to accomplish its assigned mission within allocated resources. (TR 10-5)

**system**

The combination of the components and sub-elements which function together as an entity to accomplish a given objective. A system includes the hardware and all other required items, such as facilities, personnel, data, test measuring and diagnostic equipment, and training equipment. (TR 10-5)

**user representative**

The command or activity charged with the responsibility to ensure that combat and training developments are responsive to Army operational needs. (TR 10-5)

FOR THE COMMANDER

OFFICIAL:

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